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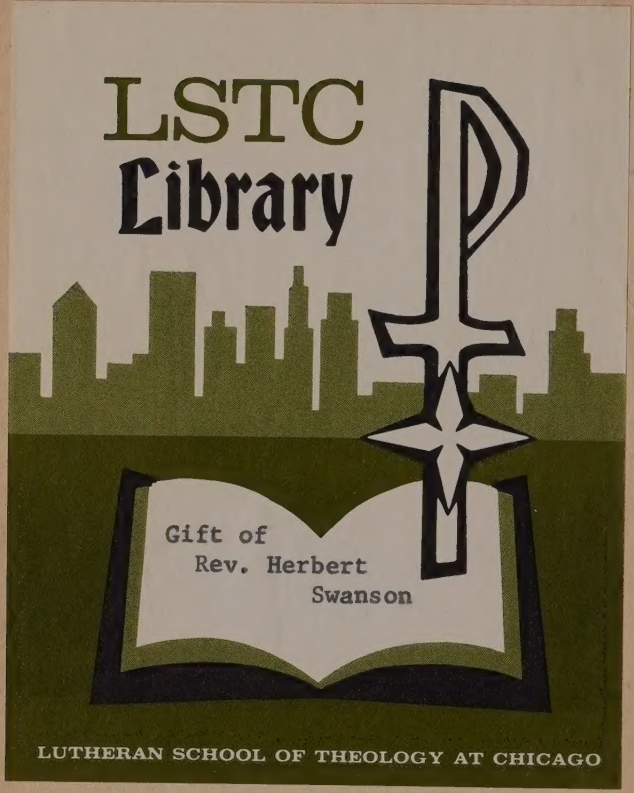
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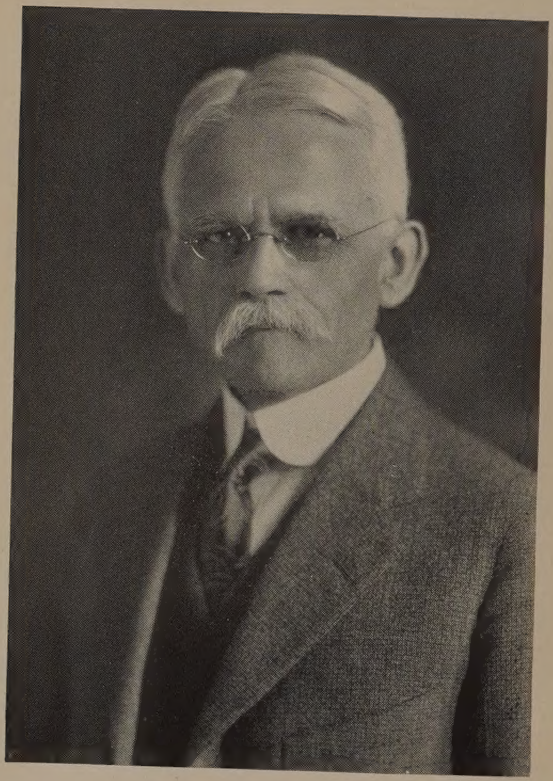

President Ernest DeWitt Burton

The Story of
THE UNIVERSITY OF CHICAGO
1890–1925

By THOMAS WAKEFIELD GOODSPEED

The University of Chicago Press
CHICAGO

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TO THE MEMORY OF
WILLIAM RAINEY HARPER
FIRST PRESIDENT
OF
THE UNIVERSITY OF CHICAGO

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PREFACE

THIS is a book born out of due time. It is written in the midst of the opening events of a new era in the life of the University. A great program of advance has been inaugurated. New and interesting events are happening every month. The University of tomorrow promises to be a very different thing from that of which the story is told in this book. If the publication could have been deferred two or three years, there is every indication that the record of those years would add many interesting details to the story. But it has been felt that a brief history of the University would be of interest and value at just this time, and I was asked to write it because of my long connection with the educational work which has culminated in the present University of Chicago.

That connection goes back nearly sixty-five years. I was a student in the first University of Chicago from 1859 to 1862. In 1873, when a pastor in Chicago, I was elected a member of the board of trustees of the Baptist Union Theological Seminary, which is now

the Divinity School of the University. In 1876 I became the financial secretary and later the recording secretary of that board, continuing in these positions until 1889.

The first University of Chicago graduated its last class and came to an end in 1886. I became intimately associated with all the steps that led in 1889–90 to the founding of the present University of Chicago. I was made secretary of the board of trustees of the new institution and continued in that position for nearly twenty-three years, until my retirement, at the age of seventy, in 1912. I was then made corresponding secretary, with no duties except such as might be assigned to me by President Judson. He soon called on me, greatly to my surprise, to write a history of the University.

I therefore wrote what turned out to be a large book, more than four times the size of this small volume. It covered the first quarter-century of the University's life and was published in 1916 in connection with the Quarter-Centennial Celebration.

This connection of sixty-five years with the educational work which has had such extraordinary development was thought to give me some sort of preparation for writing this book. Dean Gordon J. Laing, general editor of the University Press, asked me, therefore, to prepare a small volume bringing the record down to the present time. This book has been

prepared for the students and alumni and others interested, and put into so small a compass as to invite a full reading. It is, however, a comprehensive, though brief, record, and its statements may be depended on as fully as if they were authenticated by frequent quotations from original documents. But as it is short and written somewhat informally, it is called, not a History, but a Story.

My son Charles T. B. Goodspeed has given me invaluable assistance in every way, and J. Spencer Dickerson, secretary of the board of trustees for the past twelve years, has read the proof with advantage to the text. Mr. Laing has taken much pains in providing the illustrations, which are, perhaps, the most attractive feature of the book.

THOMAS WAKEFIELD GOODSPEED

CHICAGO
February 1, 1925

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I

BEGINNINGS

THE plainest record of the origin, rise, and development through its first third of a century of the University of Chicago sounds like an educational romance. It might have come out of the Arabian Nights. But, although it has all the elements of a romance, it is a true tale. The University itself, with its faculty, its students, its buildings, its resources, and its alumni is the eloquent witness of the truth of the story. It is not the creation of any lamp of Aladdin; but men of the generation preceding its birth labored and the University entered into their labors. It grew out of a soil made rich and productive by earlier institutions.

Among these institutions was the first University of Chicago. There was such an institution quite distinct from and antedating by thirty-four years the present University. It was established under the same religious auspices and bore the same name. It originated in a grant by Senator Stephen A. Douglas, in 1856, of about ten acres of land "for a site for a university in the city of Chicago." This site was on

the west side of Cottage Grove Avenue, a little north of Thirty-fifth Street.

Dr. J. C. Burroughs was elected president; a four-story stone building, the south wing of what was intended to be a monumental structure, was erected, and the work of instruction in the new building was begun in September, 1859. The central part of the building was begun in 1863–64. It was large and imposing, with a lofty tower in front and the Dearborn Observatory in the rear. Before it was fully completed the institution had become so burdened with debt that building operations were suspended, never to be resumed. The University suffered from a series of public calamities, which, combined with internal dissensions, finally brought its useful career to an end. The panic of 1857 destroyed the value of its first large subscription. The Civil War of 1861–65 made financial progress impossible for a number of years. The great fire of 1871, followed by the panic of 1873 and the second big fire of 1874, completed its financial ruin, though it continued its struggle for existence twelve years after this last disaster. Notwithstanding this unfortunate fiscal history the old University had an interesting and fruitful educational career. Many of the most distinguished citizens of Chicago were members of its board of trustees. Senator Douglas was the first president of the board and was succeeded by William B. Ogden. Following Dr. J. C. Burroughs

in the presidency of the institution were Senator James R. Doolittle, Dr. Lemuel Moss, Alonzo Abernethy, Dr. Galusha Anderson, and Dr. George C. Lorimer. In April, 1886, the trustees elected to the presidency Dr. William R. Harper, later president of the present University of Chicago. Seeing no hope for the future of the institution, Dr. Harper declined the position and a few months later, in June, 1886, the educational work of the first University of Chicago was discontinued. Measured by present-day universities it had always been a small school. It had medical and law departments, a preparatory school, and college, but during the entire twenty-eight years of its educational work it did not enrol above five thousand students in all its departments.

But it had good teachers and served its students well. From its college classes 312 graduates were sent out. From among them rose capitalists, bankers, editors, ministers, missionaries, lawyers, professors, judges, presidents of colleges, men and women successful, some of them eminent, in all the activities of life.

The first University of Chicago was not a large institution. It had a troubled history. But it produced a profound conviction that Chicago was the predestined seat of a great institution of learning and the inextinguishable desire and unalterable purpose that a new university, built on more secure foundations

and offering greater and better facilities, should succeed the old one. It was this interest and this desire and this purpose that, when the time came and the call for offerings was made, brought so great a response. The first University was an essential factor among the forces, the conjunction of which prepared the way for and eventually combined to create the present University.

Another of these factors, not less important than the first, was the Baptist Union Theological Seminary, which is now the Divinity School of the University. This school opened in the fall of 1867. The number of students was small for a number of years and the financial resources very slight. The classes were accommodated in the University lecture-rooms. The two institutions, had they consulted the state of their treasuries and their financial prospects, would have occupied the University buildings together for an indefinite period. The colossal nature of the blunder committed by the University in erecting its main building, and thus incurring debts that finally crushed it, had not, at this time, 1867, become apparent. It was in the full tide of success, with a magnificent new building, the confidence and generous co-operation of Chicago, and an apparently splendid future. The Baptists of the city were prosperous. Their churches were growing. They were proud of their educational institutions and looked forward to a great and influ-

ential future. It was not to be thought of, therefore, that the new Seminary should not have a building of its own. Before the work of instruction began architects were employed. The trustees were prudent men, and it must be said for them that they fully intended to build so modestly that there would be no question about their ability to finance the enterprise. Four months after the opening of the work of instruction, plans for a building were submitted which the trustees were assured would cost $36,500. This sum, it was felt, could be raised. The trustees, indeed, subscribed most of it themselves, and the building was erected. When it was finished the cost was found to be $60,000. Desperate efforts were made to raise the money, but in the end it became necessary to issue bonds to the amount of $30,000, bearing interest at the current rate of 8 per cent! The erection of this building was almost as fatal to the Seminary as the building of Douglas Hall was to the University. The debt hung round its neck like the old man of the sea for twenty years, all the time threatening its life. It finally became impossible to meet the current expenses. Under these circumstances the trustees accepted an offer of lands and a building at Morgan Park, which, now a part of Chicago, was then a suburb thirteen miles southwest of the business center of the city, and the Seminary was transferred to the new location in 1877, just ten years after the beginning of its work. It was

then that my intimate connection with this story began. I became the financial and recording secretary of the board of trustees. Instead of continuing this relation for a very brief period, as I intended, I became more and more involved in the developments which followed and after forty-seven years am not yet entirely released. It was during the first ten years of this period that the permanent endowment of the Seminary, amounting to above $250,000, was secured. Two great friends and patrons appeared, E. Nelson Blake and John D. Rockefeller. Mr. Rockefeller became interested in the work of the Seminary in the early eighties. For nine years he served as vice-president of the Theological Union. He rivaled Mr. Blake in his contributions, continuing these from 1882 until the union of the Seminary with the new University in 1892. It was during these years that I became acquainted with him and conceived the hope that through him a new university would come to Chicago.

The Theological Seminary was fortunate in having at its head during the twenty-five years of its independent existence that great teacher, Dr. G. W. Northrup. Dr. William R. Harper was called to the chair of Hebrew on January 1, 1879, and developed those extraordinary teaching and administrative gifts which made him, a few years later, president of the new University.

At Morgan Park the attendance of students in the

Seminary reached 190 in 1891–92. During the twenty-five years of its history as a separate school it enrolled above 900. At the end of that period, the Old University having been succeeded by the new University of Chicago, the Seminary became the Divinity School of the University and entered on a new career. As one who knows I can assure the reader that the Theological Seminary was not created and sustained and partly endowed by rubbing the lamp of Aladdin and voicing pious wishes, but by hard and sometimes heart-breaking work which culminated, at last, happily in the new University.

The entire history of the Seminary emphasized the conviction of the importance of Chicago as an educational center. The men having its interests in charge realized more profoundly than anyone else could do the greatness of the loss of the Old University. That institution had been the preliminary training-school for large numbers of its students. It needed beyond measure such a training-school to prepare students for its classes. A new university was felt by all its friends, and most of all by its officers of administration, to be indispensable to its highest usefulness. To them, it was a thing not to be thought of that there should not exist a college or university in immediate proximity to the Theological Seminary. They gave themselves, therefore, to the founding of a new university with a determination that no one else could feel. This inter-

est and purpose were controlling factors in forwarding the movement for the new institution. And a great constituency ready to follow where they led was behind the Seminary and its friends.

But it was not institutions alone that were important factors in preparing the way for the University. There were men who were not merely important, but essential, factors in that preparation. It goes without saying that chief among these was John Davison Rockefeller. He was one of those men who change history. It fell to him to alter for the better the future of mankind; not through his business successes, save as these were one condition of all that followed, but through his philanthropies, which extend round the world, and are so organized that they will continue to influence, and, in ever widening circles, to bless the human race. To say the least that can be said, our race will be a healthier, a more intelligent, and therefore a happier race because he lived. When, on November 8, 1892, the board of trustees "voted unanimously that, in recognition of the fact that the University owes its existence and its endowment to Mr. Rockefeller, the words 'Founded by John D. Rockefeller' be printed in all official publications and letterheads under the name of the University, and be put upon the Seal," it expressed far less than the full truth. Other institutions have been founded by some particular man. They might have been founded by some

other man just as well. But there was no other man to do for the University of Chicago what Mr. Rockefeller did for it. Without him an educational institution of some kind might have been established, but nothing resembling the University of Chicago. For bringing that institution into existence he was the one essential man.

When the Old University of Chicago discontinued its work in 1886, Mr. Rockefeller was not only the wealthiest man among American Baptists, but also their most liberal contributor to education. It was therefore inevitable that people of that faith in Chicago who felt humiliated over the loss of their University and profoundly interested in the rehabilitation of their educational work should turn to him in their adversity and entreat his assistance. In doing this it fell to me to speak for them for the first two and a half years. I had become acquainted with Mr. Rockefeller in 1882 in connection with my work for the Theological Seminary. I had met him frequently and, as he became a generous contributor to the Seminary, had occasion to write him many letters. I had become deeply concerned about the Old University, which in the spring of 1886 was staggering to its fall. In April of that year I began a series of letters to Mr. Rockefeller continuing through thirty months on the subject of a new university for Chicago and soliciting his help in founding it. He answered all these letters

in the kindest way, never indeed making any promises, but never shutting the door of hope completely.

During all this time Mr. Rockefeller was being strongly urged by his honored friend President A. H. Strong, of the Rochester Theological Seminary, to establish a university in the city of New York. I was writing in behalf of Chicago quite unconscious of this very powerful contrary influence.

While these things were going on, an event had happened of the first importance in its relation to the future University of Chicago. The American Baptist Education Society—the organization through which Mr. Rockefeller was destined to act in the founding of the University—had been organized. This Society played an essential part in preparing the way for the coming of the University. It was organized by a convention representing thirty-six states which convened in the city of Washington, May 16, 1888.

One of the first steps of the executive board of the new Society was also one of the most important, in its relation to the founding and history of the University of Chicago, that the board was destined ever to take. It appointed the Rev. Frederick T. Gates, then of Minneapolis, Minnesota, corresponding secretary of the Society. Mr. Gates was pastor of the Central Baptist Church, Minneapolis. He closed a successful service in 1888 to undertake to raise an endowment for Pillsbury Academy, a Baptist school in Min-

nesota. Having secured this in an astonishingly short time, Mr. Gates was offered, but had not accepted, the principalship of the Academy. He was a young man, only thirty-five years of age. His eight years in the ministry had been spent in the West. Little did those who now appointed him corresponding secretary of the new Education Society understand the extraordinary abilities of their appointee.

The organization of the Education Society and the appointment of Dr. Gates greatly encouraged us at Chicago. We believed it to be a step toward the realization of our hopes. At the same time many anxieties oppressed our minds. Many questions occurred to us. What would the new Society do? What attitude would Dr. Gates assume toward Chicago? Would he see the situation as we saw it and give us his powerful help? I give the answer to these questions in the following quotation from the introduction Dr. Gates wrote in 1916 to my *History of the University of Chicago:*

> The writer was made secretary of the new society on its organization in Washington. I knew nothing of any movement to found a college or university at Chicago. I did not know that Dr. Goodspeed had been in correspondence with Mr. Rockefeller; I did not know that Mr. Rockefeller had made up his mind that the founding of a college or university at Chicago was important, and that he would assist in the enterprise. I knew only that the old University at Chicago had come to its death in spite of every effort to keep it alive, and that the friends of education in the West were profoundly discouraged. With no prepossessions in fa-

vor of Chicago and consulting with no one, I immediately began a careful, independent study of Baptist educational interests, north and south, east and west, and covering all the Baptist academies, colleges, and theological seminaries in the United States, their location, equipment, endowment, attendance. I sought to ascertain the laws governing the growth of educational institutions; I examined particularly the question of location, in its relation to patronage, financial stability, wise management. This study involved correspondence with all Baptist institutions in the United States, and it was pursued with very close application daily for many months before I had reached conclusions which I thought secure.

I speak of these studies because it was these that disclosed to me with overwhelming evidential power that the first great educational need of Baptists was to found a powerful institution of learning, not in New York nor in Washington, but in the city of Chicago, and not in a suburb outside the city, but within the city itself and as near its center as might be conveniently possible. When I had reached these conclusions I wrote a paper stating the grounds of them, and read this paper to the Baptist ministers of Chicago, on their invitation, on October 15, 1888.

By the kindness of Drs. Goodspeed and Harper this paper, somewhat revised and improved, was placed in Mr. Rockefeller's hands and by him, as I later learned, read with approval. I find it in his files. Mr. Rockefeller began to make inquiries about the Education Society and to disclose an interest in its organization and prospects. He saw at that time in the infant society a possible means of breaking the deadlock in which he found the conflicting denominational interests.

When Dr. Gates reached this momentous decision the battle for Chicago was practically won. The way was open to advance.

II

MR. ROCKEFELLER OPENS THE WAY

IN WRITING this story I have the advantage of a knowledge of the very details of the founding of the University. The very earliest steps can be traced. For the most part the facts are found in a series of letters written by those immediately interested in the enterprise. These letters, several hundred in number, were carefully collected from widely separated files, copied, and the copies placed in my hands. In my larger history there are very liberal quotations from these letters. In this story there is room for one or two only.

Dr. Harper, who was deeply interested in our hopes for a new university, had left the Theological Seminary at Morgan Park in 1886 and become a professor in Yale.

In the autumn of 1888, three months after my last letter to Mr. Rockefeller on the subject of a university for Chicago, like lightning out of a clear sky, or rather like the dawn of a glorious day after a long, dark night, there came to me from Dr. Harper the following epoch-marking message:

New Haven, Conn.
October 13, 1888

Dr. T. W. Goodspeed, Morgan Park, Illinois

My Dear Friend: I spent last Sunday at Vassar College. (I am to be there every other Sunday during the year.) Much to my surprise Mr. Rockefeller was there. He had reached Poughkeepsie Saturday night. What his purpose in going to Vassar was is not quite certain. He seemed to have nothing to do there except to talk with me. Whether he knew that I was going there before or not is not known to me. I met him at the breakfast table, and he at once asked me for an opportunity to talk during the day. The result was that when I had finished my morning lecture at ten o'clock he joined me and we spent the rest of the day together. He expected to remain until Monday, but changed his plans and came down to New York with me Sunday night, leaving Poughkeepsie at 8:30 and reaching New York at 11:00 p.m. We were therefore together the most of the time for thirteen hours.

Other matters came up, but the chief question was the one of the educational problem. . . . . He stands ready after the holidays to do something for Chicago. . . . . He showed great interest in the Education Society, and above all talked for hours in reference to the scheme of establishing the great University at Chicago instead of in New York. This surprised me very much. As soon as I began to see how the matter struck him I pushed it and I lost no opportunity of emphasizing this point. . . . . He himself made out a list of reasons why it would be better to go to Chicago than to remain in New York.

Mr. Rockefeller left me with the understanding that he would at once communicate with Mr. Colby in reference to the matter and led me to infer that the question would receive his careful attention at once.

Now we must not expect too much. We all know how easy it is to make a start and then fall back, and so I am building nothing

John D. Rockefeller

on this matter. I have thought I would lay the thing before you in all its details, in order that you, Dr. Northrup, and myself might be able to keep track of both ends of the line. . . . . I write you these particulars in order that you may at once put me into possession of the facts in reference to matters at Morgan Park. It would be a great pity, if this could be done, to have something so much smaller carried out.

Will you not at once write me? I remain

Yours truly,

W. R. HARPER

The reference in the closing sentences to matters at Morgan Park is to proposals which had been made to establish a college in that suburb in proximity to the Theological Seminary. These proposals were at once laid aside in view of the greater plan.

The significant thing in the letter and the matter of historical moment is this, that the suggestion that he should assist in founding a university in Chicago was made by Mr. Rockefeller. He himself proposed that the institution should be established in Chicago instead of New York. This greatly surprised Dr. Harper, but after Mr. Rockefeller made the suggestion "he pushed it and lost no opportunity of emphasizing it." Indeed for the six months following this interview he lost no opportunity of encouraging Mr. Rockefeller to go forward with the project. He was so far immediately successful that on November 5, 1888, three weeks after this first interview, I received a telegram from him, asking me, on Mr.

Rockefeller's behalf, to go to New York for an interview on the subject of a new university in Chicago. The following Friday I was in New York.

It must be borne in mind that Dr. Harper had never had in mind anything less than a real university, with college and graduate departments. He had impressed this upon me in his letters and took occasion to do this again in our interview together Friday evening. I, on the other hand, had been for more than two years asking Mr. Rockefeller's help in founding a college.

We met Mr. Rockefeller Saturday morning at the breakfast table. His entire family was present and interested in the discussion. I gave such information as I could. After a conference of an hour or more, Mr. Rockefeller turned to me and said, "Well, Dr. Goodspeed, just what would you like to have me do? Tell me frankly what is in your mind." Divided between the remembrance of my previous very modest demands upon him and Dr. Harper's large expectations, I compromised, and said: "We would like to have you give us $1,500,000, to which we will undertake to add from other givers $500,000 more, starting the institution on a $2,000,000 basis." Mr. Rockefeller replied to this that the proportion I assigned to him was large and closed the conference by adding that he would be glad to help in founding an institution in Chicago and was disposed to make a contribu-

tion of several hundred thousand dollars for the purpose.

Before leaving New York I wrote out two or three propositions varying in amounts and proportions, and sent them to him. On reaching home I received a line from him inviting me to take lunch with him. It had reached my hotel after I had left for Chicago and had been forwarded to me. Meantime it had been borne in upon me that I had overreached the mark and asked a larger contribution than Mr. Rockefeller was ready, at that time, to consider. I therefore wrote him suggesting that he give $1,000,000 instead of a million and a half. Wearing months of waiting followed, Dr. Harper's letters continued, telling of interviews, more or less encouraging, but without any definite result. Early in December a meeting of the executive board of the Education Society was held in the city of Washington. Dr. Gates submitted an elaborate report, setting forth his conclusions so convincingly that the board approved the effort to establish a well-equipped institution in Chicago, and instructed the secretary to use every means in his power to originate and encourage such a movement. One month later we turned over the negotiation to Dr. Gates. He is the best historian of what followed and I give the story in his words.

The adoption, by the Executive Board of the American Baptist Education Society on the evening of December 3, 1888, of

the plan to establish a college, to be ultimately a university, at Chicago, was—in view of Mr. Rockefeller's expressed interest, already secured by Dr. Goodspeed, and nourished by Dr. Harper—the decisive action which resulted in the founding of the University of Chicago eighteen months later. The report of this action, which I sent immediately to all the Baptist newspapers, was favorably received editorially and commanded the approval quite evidently of the rank and file of the Baptist denomination in all parts of the land. Dr. Harper made a full personal report to Mr. Rockefeller, specially emphasizing the unanimity of sentiment among men widely representative of the denomination, many of whom had prepossessions favorable to Columbian. It is quite evident from many things that Mr. Rockefeller's interest in this action was deeply engaged. Almost immediately afterward he sent to the treasurer, of his own accord and without solicitation, a contribution toward the current expenses of the society which some months before he had declined. He began to drop hints to Dr. Harper and to others that the society might become an authoritative agency for his educational giving. On a letter of introduction from Dr. Harper, he very kindly received me as secretary of the society, for a conversation covering the scope and methods of the society's proposed work, and invited me to accompany him on the same train from New York to Cleveland for further and more detailed conversation. In these talks, the possibilities of the usefulness of the society to the colleges and academies throughout the land were fully discussed. . . . . On the subject of contribution to the Chicago enterprise, which I did not at that time press, Mr. Rockefeller was reticent, beyond saying that progress was being made in his mind. The general impression he left with me was that to his mind the plans for Chicago were not clearly enough outlined to justify present action. His practical and cautious mind needed, I imagined, definite and clear-cut plans from authoritative sources, and the first result of the ride together to Cleveland

was a determination on my part to secure, if possible, and place before Mr. Rockefeller, a definite plan of an institution which the denomination would be willing to undertake to establish with his aid in Chicago—a plan which should have denominational authority and to which he could definitely answer, on careful inquiry, yes or no. Accordingly, I wrote him the letter still preserved in the file, proposing a conference of certain leading Baptist educators and laymen of wealth and influence, to whom should be committed the duty of defining with precision just what in their opinion—as representatives of the Baptist denomination—should be attempted in Chicago. It should be their duty to estimate the cost, define the nature and degree of denominational control, make suggestions as to wise and proper location of campus, and generally answer every fundamental question in advance. Mr. Rockefeller seized on this suggestion, as I hoped he would, without hesitation. He disclosed interest in the personnel of the committee, the gentlemen were duly invited, and in an all-day session in the city of New York, early in April, 1889, they worked out a clear, well-reasoned, moderate, and sensible plan. This plan was immediately communicated to Mr. Rockefeller and was later, as we shall see, adopted in substance by the denomination.

. . . . Mr. Rockefeller intimated to various friends, in writing, among them Dr. Harper, that whatever he might do for the University of Chicago he would do through the agency of the American Baptist Education Society; and after the report of the Committee on Plan for an Institution in Chicago had been presented to Mr. Rockefeller, and he had found opportunity for studying it, he formally invited me to visit him in New York on my way to the May Anniversaries to be held that year in Boston.

I duly presented myself in New York three or four days before the Boston meeting, so as to give time for discussing and arranging all the details of the important action I was now confident Mr. Rockefeller would take. My first interview with Mr. Rocke-

feller was at his home. It was disappointing. He talked only in the way of general review of the situation. He withheld from me for the time his intentions, quite evidently with the purpose of going over the situation once more finally in order to see if there were any weak spots or questions of doubt. On parting, he reassured me somewhat by inviting me to breakfast next morning, and after breakfast we stepped out on the street and walked to and fro on the sidewalk in front of his house, No. 4 West Fifty-fourth Street. It was a delicious May morning. It was agreed that the least possible sum on which we could start, the least sum which could or ought to command confidence of permanence, would be $1,000,000. Of this he said he thought he might give as much as $400,000, if it should be absolutely necessary. I explained to him that it would be impossible for the society to raise $600,000 to his $400,000, or even $500,000 to his $500,000; that nothing less than $600,000 from him to $400,000 from the denomination gave any promise of success. For success we should have to go before the people of Chicago and the West with the thing *more than half done* at the start. Such a proposition they would not, they could not, allow to fail. Anything less than that would never even get started. It would be doomed to hopelessness and to failure at the outset. "Give $600,000 of the $1,000,000, and everybody would say at the outset: 'This will not, cannot, must not fail; every adverse interest must and will efface itself. The whole denomination, west and east, will rise as one man to do this whether other things are done or not.'" At last, at a certain point near Fifth Avenue, Mr. Rockefeller stopped, faced me, and yielded the point. Never shall I forget the thrill of that moment. I have since then been intimately associated with him. I have seen him give $10,000,000, $30,000,000, $100,000,000, but no gift of his has ever thrilled me as did that first great gift of $600,000, on that May morning after those months of anxious suspense.

After the decisive words, Mr. Rockefeller invited me down to

his office to work out the pledge and all the details. I wrote the first drafts of the pledge, and we together worked it over again and again, trying various forms of words until it took the shape in which it stands. The report of the Committee in April, defining the institution to be founded, was put by me in the shape of a series of brief, pointed resolutions. Mr. Rockefeller required that I keep his pledge absolutely confidential until the society should have adopted the resolutions without material change. If the society should fail to adopt the resolutions, committing it and the Baptist denomination to the Chicago enterprise as there outlined, *and doing so without any knowledge whatever of his pledge, doing so in advance of any assurance whatever from him, then the pledge was to be returned to him undelivered.*

I went to Boston and duly presented the resolutions, first to the board which adopted them without change and then to the society itself; and on the adoption of the resolutions, Mr. Rockefeller's pledge was announced and received with wild enthusiasm.

Mr. Rockefeller's pledge of $600,000 toward $1,000,000 required the society to raise $400,000 more within the period of one year. The resolutions fixed the character of the institution. It was to be at the first a college, though it might grow into a university. There might be an academy in connection therewith. The institution should be located within the city and not without it in a suburb. The site should be not less than ten acres. The president and two-thirds of the trustees were to be Baptists. Both sexes were to be afforded equal opportunities.

The proposition of Mr. Rockefeller which was read at the meeting of the Education Society in Boston, May 18, 1889, in connection with the action pledging the Society to take immediate steps toward the founding of a well-equipped college in the city of Chicago, was as follows:

May 15, 1889

Rev. Fred T. Gates, Corresponding Secretary,
American Baptist Education Society:

My Dear Sir: I will contribute six hundred thousand dollars ($600,000) toward an endowment fund for a college to be established at Chicago, the income only of which may be used for current expenses, but not for land, buildings, or repairs, providing four hundred thousand dollars ($400,000) more is pledged by good and responsible parties, satisfactory to the Board of the American Baptist Education Society and myself, on or before June 1, 1890, said four hundred thousand dollars, or as much of it as shall be required, to be used for the purpose of purchasing land and erecting buildings, the remainder of the same to be added to the above six hundred thousand dollars, as endowment.

I will pay the same to the American Baptist Education Society in five years, beginning within ninety days after completion of the subscription as above and pay 5 per cent each ninety days thereafter until all is paid; providing not less than a proportionate amount is so paid by the other subscribers to the four hundred thousand dollars; otherwise this pledge to be null and void.

Yours very truly,

Jno. D. Rockefeller

The reading of this proposal and the action resolving to enter at once on the work of founding the new institution was greeted with tumultuous applause. Enthusiastic speeches of indorsement were made and the whole assembly united in singing: "Praise God from Whom all blessings flow."

Such then was the happy outcome of the anxieties of those most interested, of the many letters, interviews, and consultations of the seven preceding

months, and of many hopes and fears. All had ended in enthusiasm, shouting, and songs of praise. I was the only man who was depressed. I had earnestly pressed for an unconditional pledge. But here was the great sum of $600,000 conditioned on our raising $400,000 in a single year. I knew that I would be called on to help raise that, as it then seemed, enormous amount of money. I thought I knew, as few others did, what we were up against. While others, therefore, were enthusiastic and confident, I returned home from the great meeting depressed and doubtful. The final event, happily, showed how foolish I had been and how truly and wisely Mr. Rockefeller had opened the way.

III

THE FIRST MILLION DOLLARS

THE job that confronted us in Chicago on June 1, 1889, was to add to Mr. Rockefeller's subscription $400,000, making a full million by June 1, 1890. We got busy at once. A representative meeting of Baptists, held on June 5, appointed a College Committee, which, on June 10, appointed me financial secretary to co-operate with Dr. Gates in raising the required fund. Dr. Gates moved to Morgan Park, where I was living, and devoted himself for the ensuing year to this one undertaking.

The first step taken was the issuing of a preliminary statement and appeal which was distributed in the congregations of churches in Chicago and sent to 1,200 pastors throughout the West for distribution among their people. This being done, we settled down to the real work of personal solicitation. We went everywhere together. From twenty to thirty calls were sometimes made in a single day. Because I was acquainted with the Baptist public it was my task, after a day's work of solicitation was over, to prepare a new list of people to be called on the next day.

Martin A. Ryerson

There was no hesitation as to where the first appeal must be made. The new institution was to be located in Chicago. It was to be founded under Baptist auspices. It was to be, as far as possible, the contribution of that denomination to the cause of education. It was to re-establish in Chicago that educational work the failure of which had been a sorrow and humiliation. The chief appeal must be to the Baptists of Chicago. They were a comparatively feeble folk financially. But they understood perfectly that the responsibility for the success of the campaign rested, in the first instance, on them. To their honor, it must be said, they did not shrink from the great adventure, but welcomed it with enthusiasm. The Chicago churches responded liberally, the subscription in one of them reaching $80,000, in another $50,000, in another $20,000, in a fourth $7,500, and all the rest, in proportion to their ability, did fully as well. So ready was the Baptist response that at the end of sixty days $200,000 had been subscribed. At the end of the campaign when all the returns were in, it was found that the Baptist people of Chicago had subscribed $233,000. There were, of course, exceptions to the well-nigh universal interest. One man of wealth met us at his door and, knowing our errand, did not admit us to his house, but said immediately, "I cannot help you, I am too poor." I felt compelled to say to him, "No, you are not too poor. You are without

interest." This man came to the great jubilation meeting at the close of the campaign and warmly congratulated me on our success. Of the $200,000 raised in sixty days almost all had come from the Baptist people of Chicago. The appeals sent to 1,200 churches throughout the West had been fruitful in expressions of sympathy, but in subscriptions practically barren of results. We had every warrant for calling on the Baptists of the entire country. We were the agents of a national organization which had undertaken, in the name of the denomination, to establish the new institution. There were, of course, evident reasons why the Baptists of the Middle West should co-operate liberally. The institution was being established for them and their children.

Having practically exhausted the resources of help among the Baptists of Chicago, we were compelled to make our next appeal to the churches of the West. On October 1, 1889, therefore, the appeals to the country began. These appeals were made in letters and circulars distributed by the thousand, in visits to other cities and through the columns of the denominational press, particularly through *The Standard* of Chicago. The columns of *The Standard* were generously placed at our disposal and through them every corner of the West was reached and kept informed of the progress of the work. As the denominational organ at the center of the movement, it was in a position

to render effective aid, and we could hardly have made it more useful in our work, if we had ourselves owned the paper. We began our systematic campaign to reach the churches of the country in its columns on October 3, 1889, in a very urgent appeal, telling how nobly the Baptists of Chicago had done and how imperative it was that they should now take up the work. Subscription blanks were sent to many pastors and laymen. But the results were almost nothing. Discouraged, but not despairing, we continued these appeals almost every week and sent subscription blanks more and more widely. Interest visibly increased, but subscriptions were few and small. We persisted, but it was not until January, 1890, that responses began to come that encouraged us. The stream, after beginning to flow, gathered volume every day. On February 18, we were able to say to the readers of our appeals: "We have thus far received from the Northwest, outside Chicago, about $30,000. If we can secure $70,000 outside the city our success will be assured." That anyone receiving *The Standard* who was disposed to help might have a subscription blank at hand we printed one in the paper. These blanks soon began to return in the shape of good subscriptions. The interest among the churches visibly increased. On March 20, the secretaries announced in *The Standard* that $40,000 had been secured outside of Chicago. Returns had so increased

that they were coming in at the rate of nearly $3,000 a week. In response to renewed requests to set a day for the presentation of the cause of the new institution in the churches we named the second Sunday in April as "University Day." Having been urged to insert the subscription form again in *The Standard* we did this also. The following week this was done once more and for the last time, and it was announced that up to that date a total of seven hundred subscriptions had been received. At the close of the campaign eight weeks later, the number of subscribers had more than doubled. On April 1, $100,000 remained to be secured. In the first two months of the campaign $200,000 had been subscribed. It had taken eight months to raise the third $100,000. How could a like sum be found in the two months now remaining? It was evident that help must be found in the East as well as in the West. Dr. Gates therefore spent a full month in March and April seeking such help in the eastern cities. The results, amounting to nearly $1,000 for every day of his absence, contributed essentially to the final success.

University Day in the churches produced $5,000 in a single week. In the end the appeal to the churches was a great success. At the outset it seemed doomed to failure, but as the end of our year drew near the volume of subscriptions increased wonderfully.

In the very last week of the campaign the Evanston church reported $7,500, and the Woodward Ave-

nue Church of Detroit, Michigan, $15,000. Scores of other congregations sent in their offerings and large numbers of individual subscriptions were received. When the campaign ended it was found that $116,000 had been subscribed outside of Chicago. Such was the effort to enlist the co-operation of individuals and churches in places beyond the narrow limits of a single city and so unexpectedly great was the result. Great, but not enough.

We, therefore, sought to open a third fountain of benevolence. After anxious consultations, we determined to appeal to the general business public of Chicago. Feeling that in trying to see men of wealth we must be introduced by someone better known than ourselves, we sought help in getting such introductions. But we soon found that if we made good use of our time we must do the work ourselves, together, depending on no outside help.

The first man called on, in this new departure, was Charles L. Hutchinson, who promised help, entered heartily into our plans, and continued to give us suggestions and assistance to the end of the campaign. Our reception by Mr. Hutchinson greatly encouraged us. We were still more encouraged as we continued to get a sympathetic hearing and receive assurances of help. We were received so well and so many assurances of help were given us that our courage was greatly increased and our hopes began to enlarge. We

soon had the names of seventeen men from whom we had assurances of substantial assistance, though none of them had yet made formal and definite subscriptions.

Matters had reached this stage when, on December 4, 1889, a call was made on Marshall Field, the leading merchant of Chicago. Some time had already been spent in inspecting possible sites for the new institution. Finally unoccupied ground was found fronting on the Midway Plaisance between Washington and Jackson parks. It was recognized at once as the ideal site. Learning that it belonged to Mr. Field it was determined to ask him to donate ten acres for the purpose. He received the request with hospitality, but said the firm was about to make the annual inventory and learn the results of the year's business. He asked his visitors, therefore, to come and see him six weeks later. Before the end of the six weeks a letter was sent to him embodying the following points:

That his favorable decision would lead to certain and great success; that any section of the land he preferred to give would be satisfactory; that an agreement would be made to expend at least $200,000 in buildings and improvements within five years; that these improvements would be begun within one year from June 1, 1890; that a deed of the land would not be asked until these conditions, or such as he

might impose, were fulfilled; that every effort would be made to increase the endowments and equipments every year and to make a really great institution. We next called on Mr. Field on January 15, 1890. The details of the interview are preserved in a letter written four days later to my sons at college. The first thing Mr. Field said was this:

"I have not yet made up my mind about giving you that ten acres. But I have decided one thing. If I give it to you, I shall wish you to make up the $400,000 independently of this donation."

We assured him that this we could and would do. He then had his maps brought and indicated the tract he had in mind to give, lying on the southeast corner of Ellis Avenue and Fifty-sixth Street. We thought we saw that Mr. Field had really decided in his own mind to make the donation and therefore felt that we might safely urge him to do so. We asked if Mr. Gates might not telegraph Mr. Rockefeller that he had decided to give the site. He repeated that he was not quite ready to go so far as this. We then said:

"Mr. Field, our work is really waiting for your decision. We are anxious to push it rapidly; indeed, we must do so; and if we can say that you have given us the site, it will help us immensely with every man we approach."

After a moment's reflection, Mr. Field answered:

"Well, I suppose I might as well decide it now as

at any time. If the conditions are satisfactory, you may say that I will give this ten acres as the site."

He pronounced the points made in the letter sent to him satisfactory and the secretaries accepted the condition named by him, viz., that they should go on and secure the full $400,000 independently of his donation. The matter of the site finally took the following form: Mr. Field gave to the Education Society for the new institution one and one-half blocks and sold to it for $132,500 another block and a half, the three blocks beginning at the Midway Plaisance and running north along the east side of Ellis Avenue two blocks to Fifty-seventh Street and east along the south side of Fifty-seventh Street two blocks to University (then Lexington) Avenue. These three blocks constituted the site afterward transferred by the Education Society to the University.

The impulse which we had assured Mr. Field would be given to our work by the donation of the site became immediately apparent. We had been at work among the business men three months. We now had the names of twenty-three men of wealth who had assured us of help, but we had not secured a single definite, formal subscription. During the week following the giving of the site, however, three subscriptions of $1,000 each and two of $5,000 each were secured among the business men. The work among them went on from this time with increasing success.

The well-nigh universal attitude was one of sympathetic interest and of willingness and desire to assist. No men were ever better treated than were we two unknown solicitors for money.

Such indeed was the public sympathy and interest that two independent, auxiliary movements were launched that contributed greatly to the final success. The first of these was undertaken by the alumni of the Old University. An inconsiderable sum was subscribed toward endowing a chair as a memorial of a fellow-alumnus, Edward Olson, of the class of 1873. Many subscriptions were made in addition to those for this memorial and there were received from the old alumni aggregate pledges of $30,000.

The other auxiliary movement was inaugurated and carried through by the Standard Club, the great Jewish club of the city. At a meeting held April 8, 1890, the club voted unanimously to raise $25,000 for the new institution. This they did, the total pledges received from the Jews amounting to $27,000. This movement gave a new impulse to our work. Men were found increasingly ready to respond to the appeals made to them. On May 1 we issued *A Brief Final Statement*, setting forth that $50,000 was still lacking and must be raised during the next thirty days, which was sent to a large number of business men. The next week the subscriptions reached $16,000. The week following they aggregated $30,000.

We had undertaken to raise among the business men $100,000. Including Mr. Field's gift of ten acres of the site, they gave us $200,000.

The meeting of the Baptist National Anniversaries of May, 1890, was held in Chicago. The interest of the entire series of meetings, covering a week, centered in those of the Education Society. Dr. Gates submitted the report on the general work of the year and called on me to report on our joint efforts in securing the subscriptions for the founding of the new institution. In the course of my report this sentence occurred: "It was this universal interest and this country-wide rally to our support that secured success." At this point I interrupted my report and incidentally expressed the hope that the roll of states and territories represented in the subscription might be completed. The official report of the meeting says:

> At once two or three people are up to speak for missing states. Maine, South Carolina, West Virginia, Utah, are in the field so nearly together that it is impossible to say which led off. Then someone speaks for the Sandwich Islands. The states and territories have all answered. The doors are opened to the nations of the earth . . . . the nooks and corners of the atlas are ransacked that the world may have a share in the privilege of building the University of Chicago. It is a cheerful scene and yet with an element of earnestness which the report of it may fail to convey. The subscriptions are small, they are found when they are footed up to aggregate but a few thousand dollars, but they represent hearty congratulations and a very widespread sympathy.

The total subscription of the year, including all pledges, was found to amount to $549,000. It was approved and accepted by Mr. Rockefeller. A great jubilation meeting was held in the then newly completed Auditorium. As one year before in Boston, the great assembly united in singing the Doxology. Again the anxieties, fears, hopes, and struggles of the year had ended in enthusiasm, shouting, and songs of praise.

The board of trustees was immediately appointed by the Education Society. Its first meeting was held July 9, 1890, when Dr. Gates submitted an important statement from the Education Society, reciting "the engagements and obligations which that Society entered into with the subscribers" to the million-dollar fund and concluding thus: "We now commit to you this high trust. The erection of the buildings, the organization of the institution, the expenditure and investment of its funds, and all that pertains to its work, its growth and its prosperity is placed absolutely without any reserve under your control."

On September 8, 1890, the trustees of the first University of Chicago changed its name to "The Old University" and the way being thus opened to give the new institution its name, two days later the Secretary of State of Illinois issued the Certificate of Incorporation to it as the University of Chicago. The second meeting of the board of trustees was held

September 18, memorable because it witnessed the unanimous election of Dr. Harper to the presidency. The officers of the Board were E. Nelson Blake, president; Martin A. Ryerson, vice-president; Charles L. Hutchinson, treasurer; Dr. Justin A. Smith (editor of *The Standard*), recording secretary; T. W. Goodspeed, financial secretary.

At the end of the first fiscal year June 30, 1891, $160,000 of the subscriptions to the $400,000 fund had been collected and the proportion due from Mr. Rockefeller, $240,000, had been paid. The block and a half of ground purchased from Mr. Field was paid for and on August 24, 1891, the Education Society conveyed the entire site of three blocks to the University. Thus the Society, in accordance with the policy adopted in the beginning, "to exercise no control over the financial affairs of the institution beyond the time when in the judgment of the board the institution is solidly founded," now withdrew entirely and, turning over all funds and pledges, left the new University it had done so much to originate to the sole care of its own trustees. The first million was now in its hands.

IV

THE FIRST PRESIDENT

THE first president of the University was William Rainey Harper. He was born at New Concord, Ohio, July 26, 1856, and was of sturdy Scotch-Irish stock. A student from early boyhood, he entered the Freshman class of Muskingum College, New Concord, at ten years of age. Although one of the youngest students ever permitted to pursue a college course, it was characteristic of him that he habitually took more than the required amount of work. He graduated at fourteen with the honor of the Hebrew oration. Although on his graduation his father wisely made the boy a clerk in his store, it cannot be doubted that he himself regarded the clerkship as incidental to his real work, for his studies still went forward with such zeal that at seventeen he went to Yale as a graduate student in philology. Before his nineteenth birthday he received from Yale the degree of Doctor of Philosophy.

The same year, 1875, he married Ella Paul, daughter of President Paul of Muskingum College. In the autumn of the same year, 1875, he became principal

of Masonic College, Macon, Tennessee. The following year he went to Granville, Ohio, as tutor in the preparatory department of Denison University. Here his unusual qualities were soon divined by President E. Benjamin Andrews and the preparatory department was made the Granville Academy with the youthful tutor as principal. Let it not be thought that young Harper was merely a bookworm, who knew none of the joys of youth. He early developed a love of music which greatly enriched his life. He was a member of a band and played the cornet, and playing on this instrument was one of his recreations when president of a great university.

President Andrews soon came to see that the principal of his Academy was an altogether exceptional man—that he could not be confined to academy work and ought not to be. Much, therefore, as he disliked to lose Dr. Harper, he put selfish considerations aside and recommended him to the Theological Seminary at Morgan Park for its vacant chair of Hebrew. I first met Dr. Harper in the study of Dr. Northrup, president of the Seminary at Morgan Park. We were members of a committee appointed with power to engage him as instructor in Hebrew. Dr. Harper was stockily built, five feet seven inches tall, smooth-faced and spectacled, and looked very young. He was twenty-two—younger than the men he would be called upon to teach. He was too young to be made

President William Rainey Harper

a professor, but, with some misgiving, was made an instructor, with a salary of $1,000, and began work January 1, 1879. The next year he was made a full professor. In April, 1881, "The use of the Seminary building was granted to Professor Harper for a summer school for the study of Hebrew." This was the first of his Hebrew summer schools.

Dr. E. B. Hulbert, dean of the Divinity School, wrote of the Morgan Park period.

. . . . At the end of two years Dr. Harper found that his super-abounding zeal could not work itself off in regular classes in term time. The impulse seized him to utilize the vacation periods. In 1881, in the Seminary lecture rooms, he opened the first of his famous summer schools. One summer a second school was conducted at Worcester, Massachusetts, to meet New England needs, and the following summer a second school at New Haven, and yet a third in Philadelphia appealed to a still wider constituency. . . . . The awakened interest creating the demand for better study helps, the *Elements of Hebrew* appeared in 1881; *Hebrew Vocabularies* in 1882; *A Hebrew Manual* and *Lessons of the Elementary Course* in 1883; *Lessons of the Intermediate Course* and *Lessons of the Progressive Course* in 1884; *Introductory Hebrew Method and Manual* in 1885.

The business of promoting Hebrew, so auspiciously begun and so rapidly extending, could not get on without an organ. The new journal was christened *The Hebrew Student*. . . . . *The Hebrew Student* was popular in character; to meet the more technical linguistic needs, *Hebraica* was launched.

It did not take many years for Dr. Harper to grow too great for Morgan Park. The authorities became

aware that they could not permanently hold him there. It was therefore no surprise to them when in 1885 and the winter and spring of 1886 he was invited to Yale. It goes without saying that we did everything possible to keep him from leaving us. Although Mr. Rockefeller was not then acquainted with Dr. Harper, on April 5, 1886, he wrote me a letter, telling me that someone representing Yale had called on him in reference to an effort then being made to take Professor Harper from Morgan Park to New Haven. It was the interest he manifested in helping us to hold Dr. Harper that inspired my first letter to him in reference to a new university. I said to him in the course of this letter:

> We have proposed to Dr. Harper to assume the presidency of our wrecked and ruined University and to re-establish it here at Morgan Park, retaining the oversight of the department of Hebrew in the Seminary. The suggestion has taken a strong hold on him and if he had some assurance of help he would not hesitate to do it.

This same suggestion was welcomed with enthusiasm by the trustees of the then existing University and he was at once elected president. But Mr. Rockefeller not then seeing his way to encourage so large a project, Dr. Harper declined the presidency and accepted the position at Yale. It was during these negotiations that, on April 26, 1886, these two remarkable men first became acquainted.

It was in the early eighties, while Dr. Harper was still at Morgan Park that Dr. John H. Vincent, always on the lookout for efficient teachers for Chautauqua, heard of this young teacher of Hebrew and in the summer of 1883 added him to his corps of instructors. Here, as everywhere, Dr. Harper soon made a great impression. It was not long before he was principal of the College of Liberal Arts. His influence and power in the affairs of Chautauqua constantly increased until its whole educational work was in his hands.

In the autumn of 1886 Dr. Harper went to Yale as professor of Semitic languages in the graduate department. He was also made instructor in the Divinity School. He was teaching Hebrew, Assyrian, Arabic, Aramaic, and Syriac. He had taken the American Institute of Hebrew with him to New Haven with his summer schools, journals, and correspondence school, his assistants, and printing office.

Soon he made a new departure. He began to give courses of lectures on the Bible to popular audiences and proved as attractive and inspiring on the lecture platform as in the classroom.

The value placed on Dr. Harper's work at Yale may be measured by the establishment in 1889, especially for him, of the Woolsey professorship of biblical literature in the undergraduate department.

Thus within three years he came to occupy three

separate chairs of instruction, in the College, the Graduate Department, and the Divinity School. After so short a time he was already filling a great place at Yale, and not at Yale only. He had developed such gifts for public address that his services as a lecturer on the Bible were sought far and wide, in universities, in theological schools, in women's colleges, and in churches. On December 10, 1889, he was elected president of the University of South Dakota, but declined. He had developed such extraordinary gifts in so many directions that Dr. A. H. Strong had sought and obtained his co-operation in the plans for organizing the proposed graduate university in New York City. Dr. Strong said of him:

> Pedagogies were natural to him. How to get the most out of a teacher and out of an hour were vital problems to him. And this pedagogic instinct qualified him to launch a new university upon uncharted seas and with new methods of navigation. . . . . His executive powers were quite equal to his ambitions. He could organize a machine to run the federal government.

Is it to be wondered at that all who were intimately connected with the founding of the University of Chicago thought of Dr. Harper and of him only as its president? They never wavered in their choice of him nor in their expectation that he would take the place. They regarded his presidency as manifest destiny, as a duty imposed which he could not escape.

Their object was to bring him to this view and make him willing to undertake the duty. The movement looking toward Dr. Harper's presidency began very early. On July 17, 1886, three weeks after the Old University closed its doors, I wrote: "Hold yourself ready to return here some time as President of a new University." When, after the Vassar conference in October, 1888, he informed his friends in Chicago of the new prospects opening before them for an institution of learning, without a moment's hesitation they began to tell him that he must be its president. To all these suggestions, however, he turned a deaf ear. He would listen to none of them and we would listen to none of his objections. All this continued with some interesting developments till January, 1889. There is a humorous side to the matter of these serious discussions as to presidency of an institution that did not exist and the future existence of which was still wholly problematical. Mr. Rockefeller himself was engaged in them although it was not till four months later that he made his first subscription.

From this date, January, 1889, the question of the presidency was wholly in abeyance for many months. The question was, should there be any institution at all. But no sooner was the money raised for the foundation of the new University than that question came again, at once, to the front. It was now a live question.

When Dr. Harper was again approached on the subject, as he was at once, to our immense gratification he acknowledged that he "was much more inclined to consider the Chicago question" than ever before.

Dr. Harper was not elected president at the first meeting of the trustees of the University because the board was not then legally incorporated, but it had been made plain to him that as soon as the incorporation was effected the trustees would elect him by a unanimous vote and fully expected him to become president of the University. This very quickly became common knowledge throughout the country, in New York and New Haven, as well as in Chicago. Naturally enough the first difficulty arose in New Haven. Dr. Harper lost no time in acquainting President Dwight with the condition of affairs, confessing that the pull of the Chicago opportunity and duty was felt by him very strongly. President Dwight objected strenuously. He thought he had done so much for Dr. Harper that the latter was bound to remain at Yale indefinitely. But he was a hard man to drive and insisted that he was free to go where and when duty called him.

Information of what was in the wind becoming thus generally diffused, in a surprisingly short time letters began to pour in on Dr. Harper from every quarter. His Yale friends strongly advised him to remain

at New Haven. Many things which, in the light of the subsequent attraction of the University of Chicago for graduate students and students of all kinds, seem very amusing, were urged, e.g., the following by a Yale professor: "While you are in your prime, few men will care for a Ph.D. or even a B.A. from your University who can manage to get a similar degree from an institution like this."

But even stronger arguments were urged in a flood of letters from all parts of the country in the effort to convince him that he must go to Chicago. Presidents and professors of universities, colleges, and theological seminaries, pastors of churches, trustees of the new University, and others enforced the claims of Chicago by every sort of consideration. With the question immediately and practically before him Dr. Harper found himself greatly perplexed and disturbed. He wrote to Dr. Gates, July 30, as follows:

> The great question and the question which I am trying to settle in my own mind is, Whether or not I can continue my life work as a biblical specialist, and do this work which the University of Chicago will demand; and if not, whether I am justified in giving up the life work. . . . . You may be sure I am thinking, and dreaming, and doing nothing really but this Chicago matter.

On the next day he wrote to me as follows:

> It does not seem possible to do what ought to be done, what the denomination will expect, what the world will expect, with the money we have in hand. There must in some way be an assurance of an additional million. How this is to be obtained, or

where, is the question. If Mr. R. is in dead earnest, possibly the case will not be so difficult as we may think.

He heard from Mr. Rockefeller within a week after writing this letter and the message must have helped him farther on toward a decision. The letter was written August 5, 1890.

I agree with the Board of Trustees of the Chicago University that you are the man for President, and if you will take it I shall expect great results. I cannot conceive of a position where you can do the world more good; and I confidently expect we will add funds, from time to time, to those already pledged, to place it upon the most favored basis financially. I do not forget that the effort to establish the University grew out of your suggestion to me at Vassar.

In this letter Dr. Harper had been invited to visit Mr. and Mrs. Rockefeller at Cleveland and in answering the letter and accepting the invitation he said, after speaking of his reluctance to make the great change in his life-work which the acceptance of the presidency would require:

There is one other difficulty which I think has hardly been appreciated. The denomination, and, indeed, the whole country, are expecting the University of Chicago to be from the very beginning an institution of the highest rank and character. Already it is talked of in connection with Yale, Harvard, Princeton, Johns Hopkins, the University of Michigan, and Cornell. No one expects that it will be in any respect lower in grade and equipment than the average of the institutions to which I have referred, and yet, with the money pledged, I cannot understand how the expectations can be fulfilled. Naturally we ought to be willing to

begin small and grow, but in these days when things are done so rapidly, and with the example of Johns Hopkins before our eyes, it seems a great pity to wait for growth when we might be born full-fledged.

About this and other matters I shall hope to talk with you when we meet.

The next moment of great interest in the story was a conference between Dr. Harper and Dr. Gates at Morgan Park, on August 17, 1890. The two men spent the day together, as Mr. Gates writes of it,

a day of crisis and decision, happily fateful for the new institution. The fundamental question was how could he become President of a University in Chicago and at the same time not practically renounce his chosen life work of Old Testament research, criticism, and instruction.

Gradually the following plan unfolded itself:

1. The Theological Seminary to be removed to the campus of the University.

2. The Seminary to become an organic part of the University.

3. The Seminary buildings at Morgan Park to be used for a University Academy.

4. Equivalent or better buildings for the Seminary to be erected on the University campus.

5. Instruction in Hebrew and Old Testament criticism to be transferred to University chairs.

6. Dr. Harper to be head professor with salary and full authority over the department.

7. Mr. Rockefeller to give one million dollars as a new, unconditional gift, a part of which would go for aid to the Seminary in carrying out the program.

8. Dr. Harper to visit Mr. Rockefeller and *agree to accept the presidency on this program.*

The visit to Cleveland was made on September 4 and 5. Dr. Gates had already laid the program before Mr. Rockefeller and he was therefore prepared to discuss the whole question. Nearly one entire day was given to the consideration of details, Mr. Rockefeller having apparently immediately decided to give the million dollars as soon as he was assured that Dr. Harper would, if he did so, accept the presidency.

On receiving the assurance of this gift Dr. Harper began at once to act on the theory that he was committed to the presidency. The day after the interview he wrote to me, asking me to do six things, indicating that he wished to see things pushed and saying he would assume the responsibility. The second meeting of the board of trustees of the new University was held September 18, 1890, and Dr. Harper was elected president by a unanimous and rising vote. He asked and was given six months in which to communicate his decision, but it was understood by the trustees that his acceptance was assured. And indeed he began at once to perform a president's duties.

Our troubles, however, were by no means over. Dr. Harper was very conscientious and he became doubtful whether he would be regarded as sufficiently orthodox to occupy the presidency of the leading University of his denomination. I have told the story of our struggle with him elsewhere. In the end we satisfied him or at least won him over to our view. His

acceptance of the presidency was conveyed to the trustees in the following letter:

New Haven, Conn.
February 16, 1891

To the Trustees of the University of Chicago:

Gentlemen: After having considered the proffer of the presidency of the University of Chicago with which you honored me in September, 1890, I beg herewith to indicate my acceptance of the same. With your permission I will not enter upon the work of the position until July 1, 1891.

I believe that, under your wise and liberal management and with the co-operation of the citizens of Chicago, the institution will fulfil the generous hopes of its friends and founders.

It is with this conviction that I unreservedly place myself at your service.

Trusting that the same divine Providence which has guided this undertaking in the past will continue to foster it through all the future, I remain

Yours sincerely,
William R. Harper

This letter was laid before the board of trustees on April 11. Dr. Harper's salary was thereupon fixed at $6,000 per year. He was also appointed head of the Semitic Department with a salary of $4,000, and was granted leave of absence during such part of the time between July 1, 1891, and the date of the opening of the University as he could spend abroad profitably for the University.

Dr. Harper's acceptance of the presidency was hailed with deep and wide satisfaction. Dr. Wallace

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OF THEOLOGY AT CHICAGO

Buttrick voiced the general feeling when he wrote to the new president on hearing of his acceptance: "I thank you and congratulate the Universe." The relief of those most intimately related to the enterprise was unspeakable. For them a long period of anxiety and struggle was over. The first president was secured.

V

PRESIDENT HARPER PLANS A UNIVERSITY

THE first million-dollar fund was contributed to the new institution to found a college. For many months before his formal election to the presidency Dr. Harper had been considering, more or less seriously, the plan on which the institution should be organized. The friends of the enterprise had urged the consideration of this problem. They had reminded him that he was the only educational expert among the trustees, that on the educational plan the trustees would look to him for guidance and they had urged him to have such a plan ready for the September, 1890, meeting. But for the first and only time in his life his prolific mind seemed to be barren of ideas. It refused to function. He cudgeled his brains in vain to strike out a plan of organization. The truth was that from the beginning his mind and heart had been fixed on a university, while a college only had been founded. He had appeared to yield to the necessity of beginning with a college. As a matter of fact he had never yielded. The idea of a university remained fixed in his mind and he found himself unable to think

in terms of a college—for undergraduate students only. No sooner, however, had Mr. Rockefeller added a million dollars to the funds for the purpose of making the college a true university than Dr. Harper's mind became very busy. His creative instinct at once awoke. He could think fast and effectively in terms of a university. Within two weeks after this second million had been promised his mind had grappled with the question with all that extraordinary concentration and fecundity which were so characteristic.

The months of brooding over the question, now that the way was open for planning the university of his dreams, came to sudden fruition. While returning to New Haven after his election in September, 1890, he began to work on the plan, and before the end of the journey the broad outlines of it had been fully drawn up. According to his own statements, quoted elsewhere, it flashed upon him, suddenly assumed shape, and gave him immense satisfaction. The first presentation of it was made to the trustees at their fourth meeting, in December, 1890, adopted by them, and given to the public in what was called *Official Bulletin No. 1*. This was followed at brief intervals by five other official bulletins, filling out and elaborating the plan under the following heads: "The Colleges," "The Academies," "The Graduate Schools," "The Divinity School," "The University Extension Division."

No attempt will here be made to present the educational plan in its details. Dr. Harper, while he grasped large plans in outline, had a remarkable gift for working these plans out into the minutest details. It fell to the writer to be in intimate official relations with him. At their business conferences the president would frequently begin by saying, "I have forty points to be discussed this morning." He kept a "red book" in which he wrote out the points to be worked out by himself or discussed with his subordinates. There are a dozen or more of these red books in the University archives. Under every general subject there are written, in his hand, from ten to a hundred and fifty points for consideration or discussion. An officer would often carry away from a conference twenty questions to work out, on which he was expected to report. In the same way the plan was elaborated into great detail. In *Official Bulletin No. 1*, there were a hundred and fifty divisions and subdivisions; in the second, on *The Colleges*, two hundred and twenty-five or more; and in the six bulletins more than a thousand, filling a hundred printed pages.

When the plan assumed its final form, the general organization of the University included these five divisions:

The University Proper
The University Extension
The University Press

The University Libraries, Laboratories, and Museums

The University Affiliations

It may be said of three of the general divisions that they were new features in the organization of an American university. In these three—University Extension, the University Press, and University Affiliations—President Harper was deeply interested. The other divisions were common, in one form or another, to all universities. These three were his own conception, and he confidently believed that they promised, if wisely and successfully administered, to increase immensely the University's scope and usefulness and power. Hitherto American universities had concentrated and confined their work within their own precincts. It was President Harper's purpose to extend college and university instruction to the public at large, to make the University useful to other institutions, and to expand its influence and usefulness, through its press, as widely as possible. He believed there were large numbers of people who could spend little or no time at the University itself who would welcome and profit by the instruction of its professors in genuine college and university courses, if that instruction could be sent to them through lectures, afternoon and evening classes, correspondence lessons, and books loaned to them from the libraries. He had learned of the success of the extension movement con-

ducted in England by the University of Cambridge, and expected wide usefulness for the enlarged and varied work in the university extension he contemplated. It was because he believed so fully in its value and its permanency that in his educational plan he made it one of the five great divisions of the University. The basic principle on which he would build a university was service—service not merely to the students within its walls, but also to the public, to mankind.

This was the end he had in view in all the three new and novel divisions of the organization. He was a profound believer in the power of the printed page. Through the Press he believed the usefulness of the University would be immensely enlarged and carried to the ends of the earth. It was on this account that his heart was set on building the University Press into the system, making it not an incident, an attachment, but one of the great divisions of the University, an organic part of the institution.

The same thing was true as to Affiliation. President Harper did not wish to found a university that would through its rivalry weaken and injure the smaller institutions of the Middle West. He conceived the plan of entering into relations of affiliation with them, not primarily to increase the power of Chicago, but rather to assist them in raising their standards, to add to their prestige, and in every way to strengthen

and upbuild them. This principle of large and wide service was, indeed, the fundamental principle of the educational plan of the University.

These five general divisions may perhaps be regarded as the foundation upon which the University was to be built. The most important element of the superstructure would, of course, be the students, and the institution was to be coeducational. Men and women were to be admitted to all its privileges on equal terms. This had been decided before the educational plan had been considered.

There remain to be considered two of the most important and most interesting features of President Harper's educational plan. These two features were among those which he termed educational experiments. It may probably be truthfully said that he regarded them as the central and essential features of the new University. He believed in them with his whole heart and should be permitted to present them in his own words.

I quote from a statement written by him a few months before the University opened and intended to be his first annual report to the board, but which because he was overwhelmed with the other duties of those busy months, he could not find time to finish. He wrote most fully on the two features of his plan now to be considered. These were the Academic Year and the Classification of Courses.

The work of the University has been arranged to continue throughout the year. It is divided into four quarters of twelve weeks each, with a recess of one week after each quarter. Each quarter is further divided into two terms of six weeks each. While instruction will thus be offered during forty-eight weeks of the year, a professor or teacher will be expected to lecture only thirty-six weeks. He may take as his vacation any one of the four quarters, according as it may be arranged, or he may take two vacations of six weeks each at different periods of the year. All vacations, whether extra or regular, shall be adjusted to the demands of the situation, in order that there may always be on hand a working force.

The student may take as his vacation any one of the four quarters, or, if he desire, two terms of six weeks each in different parts of the year. There seems to be no good reason why, during a large portion of the year, the University buildings should be empty and the advantages which it offers denied to many who desire them.

The small number of hours required of professors (eight to ten hours a week) makes it possible for investigation to be carried on all the time, and in the climate of Chicago there is no season which, upon the whole, is more suitable for work than the summer.

This plan of a continuous session secures certain advantages which are denied in institutions open only three-fourths of the year.

It will permit the admission of students to the University at several times during the course of the year, rather than at one time only, the arrangement of courses having already been made with this object in view. It will enable students who have lost time because of illness to make up the lost work without further injury to their health or detriment to the subject studied. It will make it possible for the summer months to be employed in study by those who are physically able to carry on intellectual work throughout the year, and who may thus take the full college course in three years. It will permit students to be absent from

the University during those portions of the year in which they can to best advantage occupy themselves in procuring means with which to continue the course. It will make it possible for the University to use, beside its own corps of teachers, the best men of other institutions both in this country and in Europe. It will permit greater freedom on the part of both students and instructors in the matter of vacations. It will provide an opportunity for professors in smaller institutions, teachers in academies and high schools, ministers and others, who, under the existing system, cannot attend a college or university, to avail themselves of the opportunity of university residence.

On the Classification of Courses he said:

Majors and Minors.—It is conceded by many instructors and students that the plan which prevails in many institutions of providing courses of instruction of one, two, and three hours a week, thus compelling the student to pursue six, seven, and even eight different subjects at one time, is a mistake. In order to become deeply interested in the subject the student must concentrate his attention upon that subject. Concentration on a single subject is impossible, if at the same time the student is held responsible for work in five or more additional subjects.

The plan of majors and minors, announced in our bulletins and calendars, has been arranged in order to meet this difficulty. The terms do not indicate that the subject taken as a major is more important than the subject taken as a minor. It is entirely possible that the most important subjects should never be taken as majors. The terms mean simply, that, for a certain period of six weeks or twelve weeks, Mathematics, for example, is the major, that is, the subject to which special attention is given, and that during another six or twelve weeks History is the major. A subject taken as a major requires eight or ten hours' classroom work or lecture work a week. This is sufficient to lead the student to

become intensely interested in the subject and to accomplish results so clear and definite as to encourage him with the progress of his work. It permits the carrying along of another subject entirely different as a minor, or, for the time being, less important subject. This gives the needed variety, and the change from the one to the other furnishes what is always conceded to be necessary, a relaxation of the mind.

. . . . By the plan proposed, the student, when he first takes hold of a subject, gives that amount of time and attention to it which will enable him to grasp it and to become acquainted with it in its details. When the end of the course has been reached he has acquired an interest in the subject, a knowledge of the subject, and, what is of still more value, he has learned how to take hold of a subject in the way in which, during his entire future life, he will be able to take hold of things which from time to time present themselves. . . . .

It is proposed that the plan shall be less rigid in higher work than in lower work. It has been the practice to give the student in his younger years the largest possible number of subjects, gradually reducing the number until, when he has become strong in mind and mature in age, he is allowed to devote his entire attention to work in a single department. The particular age which needed most protection has received least. It is proposed, therefore, to adopt the plan rigidly in the academies of the University and likewise in the Academic College; but in the University College and graduate work, where students already begin to specialize and to concentrate every effort without restriction or requirement, and where different courses may be taken in the same department, to require a less rigid application of the plan.

Such was President Harper's conception of continuous sessions, the Summer Quarter, and the classification of courses as majors and minors.

It is very clear from all this that he was contemplating a great university. On this subject he went on to speak as follows in the unfinished report:

It is expected by all who are interested that the *university* idea is to be emphasized. It is proposed to establish, not a college, but a university. . . . . A large number of the professors have been selected with the understanding that their work is to be exclusively in the Graduate Schools. The organization, as it has been perfected, would be from the college point of view entirely a mistake. It has been the desire to establish an institution which should not be a rival with the many colleges already in existence, but an institution which should help these colleges. . . . . To assist these numerous colleges, to furnish them instructors who shall be able to do work of the highest order; to accomplish this purpose, the main energies of the institution have been directed toward graduate work. . . . . The chief purpose of graduate work is, not to stock the student's mind with knowledge of what has already been accomplished in a given field, but rather so to train him that he himself may be able to push out along new lines of investigation. Such work is, of course, of the most expensive character. Laboratories and libraries and apparatus must be lavishly provided in order to offer the necessary opportunities. . . . . Here also is to be found the question of the effort to secure the best available men in the country as the heads and directors of departments. It is only the man who has made investigation who may teach others to investigate. Without this spirit in the instructor and without his example students will never be led to undertake the work. Moreover, if the instructor is loaded down with lectures he will have neither time nor strength to pursue his investigations. Freedom from care, time for work, and liberty of thought are prime requisites in all such work. An essential element, moreover, is the opportunity of publishing results obtained

in investigation. To this end it is provided that in each department there shall be published either a Journal or a series of separate studies which shall in each department embody the results of the work of the instructors in that department. It is expected that professors and other instructors will, at intervals, be excused entirely for a period from lecture work, in order that they may thus be able to give their entire time to the work of investigation. Promotion of younger men in the departments will depend more largely upon the results of their work as investigators than upon the efficiency of their teaching, although the latter will by no means be overlooked. In other words, it is proposed in this institution to make the work of investigation primary, the work of giving instruction secondary.

Such, then, were the plans on which President Harper organized the University of Chicago. They were made not for a college but for a university. The emphasis was to be placed on advanced graduate work. Professors were to be encouraged in pursuing original investigation. Students in advanced courses were to be disciplined and encouraged in research work. It was hoped that the University would be useful in extending the boundaries of knowledge. On this part of the plan a professor writes:

> Nowhere in this part of the country were research interests at all well represented, and the tremendous momentum given to the entire movement throughout the country by the emphasis of this work at the University of Chicago can hardly be exaggerated.

President Harper was a man of large views. He planned the University for indefinite expansion. He believed in the future of Chicago, as one of the great-

est cities on the globe, and he planned and organized a university that should grow with, and be worthy of, the city whose name it bore. At the end of the first third of a century of its history his general plans continued to shape the growth of the institution. The educational plan, novel, radical, a great educational experiment, modified in some particulars, but essentially the same, remained and promised to continue to remain the University's fundamental law.

VI

THE COLLEGE BECOMES A UNIVERSITY

THE University, in its inception, was not a university but a college. Mr. Rockefeller's original subscription was for a college. The Education Society undertook only to found a well-equipped college. There were few, however, who supposed that the new institution would long remain a college only. A million dollars looked like an immense amount of money. Almost anything could be done with that tremendous sum. At the time the new institution was founded there were ten colleges under Baptist auspices between Ohio and the Rocky Mountains, and all together they did not have endowments aggregating more than half a million dollars. The promoters of Chicago felt that with twice that sum, more than half of it endowment, the new institution was rich to begin with. Their hopes and expectations were large. They incorporated, therefore, under the title of The University of Chicago.

Not only was the new college, in this spirit of large expectation, named University, but the articles of incorporation, which might be called the charter, con-

templated far more than a college. A college could have been conducted under its provisions. But it was framed for a university and for a university of the most comprehensive character. It said that the corporation was organized

to establish and maintain a university, in which may be taught all branches of higher learning, and which may comprise and embrace separate departments for literature, law, medicine, music, technology, the various branches of science, both abstract and applied, the cultivation of the fine arts, and all other branches of professional education which may properly be included within the purposes and objects of a university.

While therefore the American Baptist Education Society and Mr. Rockefeller established a college, they at the same time opened the door for any possible enlargement and expansion.

And enlargement and expansion were not slow in coming. Indeed the story of the expansion of the college founded in 1890 into the University of Chicago of 1892 and thereafter reads like a creation of the imagination of some educational dreamer. If it had been prophesied in advance it would have been laughed at as an impossible dream. Its rapidly succeeding events surprised the actors in them not less than they astonished the public. The board of trustees had held but one meeting, the articles of incorporation had hardly been approved by the Secretary of State at Springfield, when the first great step in expansion was taken. In September, 1890, John D. Rockefeller made his

first million-dollar contribution, the purpose of which was to make the college a university with Dr. Harper as its president. It took the following form: $800,000 for non-professional graduate instruction; $100,000 for theological instruction in the Divinity School, and $100,000 for the construction of buildings for that School, which was to be made a part of the University and transferred from Morgan Park to its grounds in the city. A well-equipped academy was to be established in the buildings of the Divinity School in Morgan Park.

Thus many months before a building was planned, more than two years before the work of instruction began, the first great step in expansion was taken, and the name of the new institution received its justification. It became the University of Chicago.

That the Theological Seminary should be made a part of the new University had been the desire and hope of the Seminary people from the beginning. The funds being now provided to bring about such a union and the trustees of both institutions being of the same mind, in April, 1891, the Theological Seminary was made the Divinity School of the University. It brought to the University during that institution's first year 204 students, assets amounting to nearly half a million dollars, and gave it its first professional school.

To one who considers it attentively the plan of

organization of the University will be seen to have been of itself a great step in expansion. It was an imposing scheme. It was indeed the greatest forward step the University ever took. The genius of President Harper never shone more brilliantly than in this great piece of constructive work. What Frederick Scott Oliver said of Alexander Hamilton might with equal truth be written of Dr. Harper:

> It was his policy and habit to overshoot the mark, to compel the weaker brethren to consider plans that were too heroic for their natural timidity, confident that the diminished fabric would still be of an ampler proportion than if it had arisen from mean foundations.

The enthusiasm of the chosen leader and his recent achievement in securing from the Founder the million dollars had excited among the trustees the highest expectations. They began to get a vision of a really great University. And the first feeling this vision awakened among them was a doubt about the site. They began to feel that three blocks made too small a campus. They wanted at least another block which would not only increase the size of the site but greatly improve its shape, making it a solid square of four blocks. Mr. Hutchinson urged the purchase of the fourth block, saying that in all the public institutions of Chicago the mistake had been committed of making the plans on too small a scale and thus hampering future development. The block in question

fronted south on the Midway Plaisance and east on University Avenue. Mr. Field wanted $150,000 for this fourth block, but offered to contribute $5,000 and after the payment of $40,000 down to give the University ten years' time on the balance. The trustees hated to go into debt, but, Mr. Ryerson offering to contribute $25,000 toward the first payment, the block was bought. In September, 1891, the City Council vacated the streets and alleys running through the new campus, giving the University a compact site of four blocks, extending two blocks each way with a south front on the Midway Plaisance of eight hundred feet.

This fourth step in expansion was one of great importance. While the trustees hesitated over it little could be done in any direction. The buildings could not be planned. Money could not be asked for, since no definite plans could be presented. The enlarging of the site changed everything. For the first time it became possible to make a general scheme for covering the site with buildings. The architect submitted such a scheme which excited great interest and admiration. It was looked upon by many as a dream of a far distant future. A hundred years might see it realized! As a matter of fact one-third of that time saw the dream practically transmuted into enduring structures of stone. Energy was at once released in effective appeals for funds, and all the wheels of progress

were speedily set in motion. Looking back after a third of a century on the growth of the University, one wonders that there should have been any difference of opinion about the necessity of enlarging the site to twenty-four acres—a site which in twenty years became a hundred acres. But it must be remembered that the question arose nearly two years before the institution opened. It had no president, no professors, no students. It had no funds with which to buy additional acres. The original site was not paid for, and no one knew where to begin in asking for money to enlarge it. It was felt that perhaps too great expectations were cherished. There might not be the extraordinary growth and development expected. It is clear enough, long after the event, that, though the trustees hesitated, they decided the question with great wisdom. It was not so clear at the moment. The whole transaction illustrates the fact that the interests of the new institution were in the hands of careful, conservative, and at the same time farsighted men.

These movements toward enlargement came so fast that before one was completed another was under way. Sometimes three important steps in expansion were trying to get themselves taken at the same time. Thus while the taking over of the Divinity School was going forward, the enlargement of the site was being considered. And in January, 1891, before either of these important movements was concluded another

great advance had been initiated. This was the movement, which, in a very few months, resulted in the Ogden Graduate School of Science. Dr. Harper was still in New Haven, and had not yet accepted the presidency. Indeed he was hesitating as to whether he could accept or must decline. At this very critical moment he received a letter from Rev. Leighton Williams of New York which asked him to appoint a time to meet in that city a gentleman who wished to confer with him "in reference to the possibility of an endowment for scientific studies."

Dr. Harper named so early a date that in less than a week the conference was held. The man who wished the interview was Andrew H. Green, one of the executors and trustees under the will of William B. Ogden. It will be recalled that Mr. Ogden had been for many years a trustee of the first University of Chicago. He had been one of Chicago's leading citizens in the early history of the city and was its first mayor. He succeeded Stephen A. Douglas as chairman of the board of trustees of the Old University and held that position until his death after a service of sixteen years. Mr. Ogden was much interested in the first University and was believed to cherish generous intentions toward it. It was, therefore, peculiarly fitting that his executors, Mr. Green and Mrs. Ogden, should interest themselves in his name in the new University which had taken the name of the for-

mer one, had adopted its alumni, and, commanding public confidence and giving every promise of permanence and growth as the old one had not, invited great endowments. Dr. Harper's first conference with Mr. Green was held on January 10, 1891. It resulted so favorably that two days later Mr. Green wrote to Dr. Harper asking if the trustees would accept an endowment of $300,000 to $500,000 for a scientific school "to be named by the donors."

On January 19, Dr. Harper assured Mr. Green that his proposal would be "most gladly and heartily accepted by the board of trustees," and that it had "been one of the cherished plans of those most intimately connected with the organization to devote special attention to the encouragement of scientific research." In an elaborate discussion of the scope and conduct of the school, he proposed that it should be a graduate school of science, that fellowships for advanced students be provided for as well as the support of professors, that provision be made for scientific investigation as well as instruction, more emphasis to be put on the ability of professors to investigate than on their ability to teach, that the school should include "at least the departments of Physics, Chemistry, Biology, Geology and Mineralogy, and Astronomy," that the professors be given every encouragement to publish the results of their investigations, and that "the entire graduate work of the University in the

subjects mentioned be done in connection with this school of science." These suggestions were entirely acceptable to the executors of Mr. Ogden's estate, and the negotiation resulted in the designation to the University of 70 per cent of the moneys to be devoted to benevolences under the terms of Mr. Ogden's will. This endowment became the basis of the Ogden (Graduate) School of Science, and in the end added nearly $600,000 to the funds of the University. Such was the third movement toward expansion, inaugurated many months before the institution opened its doors to students, before, indeed, a professor was appointed or a student enrolled.

In the summer and autumn of 1891 President Harper spent three months abroad. He returned in October with two important things calling for attention. It had been determined that the University should begin the work of instruction October 1, 1892. The erection of buildings had not yet begun. Not only must the necessary buildings be made ready, but a large sum of money must be raised for their construction and equipment. When in September, 1890, Mr. Rockefeller gave a million dollars to make the college a university he had been assured that Chicago would quickly respond to his liberal gifts for the endowment of instruction by large contributions for buildings and equipment. More than eight months passed and very little was done in Chicago in the way of raising the

additional funds which the Founder had been assured would be contributed.

As the months passed, President Harper proceeded with his plans to so organize the University and man its various departments with professors that from the day it opened it should take its place in the first rank of American universities. It was a most ambitious program for a new institution, and demanded much larger funds than were in hand or in prospect. To meet this demand Mr. Rockefeller again came forward and with rare magnanimity gave another million dollars "to remain forever a further endowment for the University, the income to be used only for the current expenses." It was like him to give the million in bonds bearing accrued interest from December 1, 1891, three months of interest prior to the date of the contribution. This again was a new and long step in advance taken seven months before the University was to open.

The feeling in Chicago over this great contribution was one of universal gratification. Marshall Field said: "Now Chicago must put a million dollars into the buildings of the University." The newspapers agreed with Mr. Field, the *Post* printing an editorial, "Chicago's Turn Next," to the effect that Chicago must now erect the buildings. This was precisely the feeling the trustees desired to see. For a year they had been looking for the right time and the

right way to begin a movement to raise a large fund for buildings and other necessities. It was not, however, until February, 1892, that a real beginning was made by the offer of a chemical laboratory by Sidney A. Kent. On April 7 Marshall Field agreed to give $100,000, on condition that a million was secured in sixty days. Two days later he extended the time to ninety days. With this extension the undertaking was felt to be well-nigh impossible of accomplishment. But even the impossible had to be attempted and we went about it with all the courage we could muster.

When Mr. Field made his subscription, conditioned on the securing of a full million dollars by July 10, 1892, the subscription of Sidney A. Kent for the Chemical Laboratory, already made, was to be counted as a part of this sum. Mr. Kent generously increased his pledge to $235,000. Much quiet work was done during May, and $50,000 was given by Mrs. Elizabeth Kelly and $18,000 by other women for halls for women students. Early in June came a great subscription of $150,000 from Silas B. Cobb, and immediately after a cablegram from Martin A. Ryerson, who was abroad, for a similar amount. These great pledges were quickly followed by $50,000 from Mrs. Nancy A. Foster and hope ran high in all hearts. George C. Walker gave $130,000. On June 30, with ten days to go, we had $860,000. During the next two days some small subscriptions were found, and at the end of the week,

on July 2, the workers were sitting in the University office in a somewhat subdued frame of mind. It was about four o'clock and we were saying that, as Sunday was the next day and Monday the Fourth of July we had only five working days left. At that moment a messenger from Mrs. Jerome Beecher came in and said that she had sent him to say that she might be depended on for $50,000. Seldom have men been so uplifted. They were inspired with new hope and new purpose. President Harper went at once and called on Mrs. A. J. Snell, and three days later received from her $50,000. The last day of the canvass was Saturday, July 9, and when on that day the trustees met, the president was able to announce that a little over a million dollars had been subscribed. To crown the work Mr. Hutchinson read a paper signed by twenty of the leading business men of the city, pledging themselves pro rata, for any deficiency up to one hundred thousand dollars. The following were the names attached to this guaranty: H. N. Higinbotham, Charles L. Hutchinson, H. H. Kohlsaat, Henry H. Getty, Ferdinand W. Peck, Clarence I. Peck, Charles Counselman, E. Buckingham, Henry Botsford, Ernest A. Hamill, Byron L. Smith, Edwin G. Foreman, William T. Baker, T. J. Lefens, John J. Mitchell, A. A. Sprague, O. S. A. Sprague, A. C. Bartlett, John R. Walsh, Henry A. Rust. This paper had been prepared and circulated without the knowledge of President Harper

and the secretary. It came to the president's knowledge a few days before the end, but only spurred him to more energetic effort. And thus was this unprecedented undertaking accomplished and the million dollars raised in ninety days. This fund provided the material expansion corresponding to the educational enlargement made possible by the Rockefeller endowments and the Ogden designation.

These steps in expansion were not successive and orderly steps. They came so fast that they crowded upon and overlapped each other. They were all taken within twenty-one months. In that brief space of time, and before the doors were opened for students, the college with seventeen acres as a site, $1,000,000, and provision for one building, had developed into the University of Chicago with an enlarged and much improved site, $4,000,000, and provision for ten buildings, with a faculty of one hundred and twenty teachers and with an Academy, a College, two Graduate Schools, and a Divinity School.

VII

STUDENTS APPLY AND A FACULTY IS SECURED

THE men most interested in founding the University were enthusiasts, dreamers of dreams. But their dreams and visions fell far short of the reality. I wrote to Mr. Rockefeller in January, 1887: "Of all places in the world this is the location plainly designated by nature for a great university." Dr. Harper, then a professor in Yale, in indorsing this letter, wrote: "It is safe to make the prediction that in ten years such a university would have more students, if rightly conducted, than Yale or Harvard has today." At that time, 1887, Harvard had 1,688 students in all departments, and Yale had 1,245. Dr. Harper's prophecy, had it been made public at the time it was written, would have been regarded as the dream of an enthusiast. The number of students in Yale and Harvard was regarded as wonderful, and quite unapproachable by other institutions. They had reached their great attendance only after some two centuries of history. It is an interesting commentary on Dr. Harper's prophecy that in its fourth year the University of Chicago enrolled 1,850 students, or 127

Rosenwald Hall and Walker Museum

more than were enrolled at Harvard in 1886–87. If Dr. Harper had written: "In ten years such a university will have nearly three times as many students as Harvard now has, and nearly four times as many as Yale now has," he would have been a true prophet. But it is also true that if he had made such a prophecy he would have been looked upon as something worse than an irresponsible enthusiast and dreamer.

No effort was made to secure the students for the first year. The first students gathered themselves. For some reason the project of a new institution of learning in Chicago had made a remarkable impression on the imagination of the public. This impression was as widespread as it was pronounced. Ordinarily the students of institutions come, for the most part, from their immediate vicinity. But the first year's students of the University of Chicago, like those of every succeeding year, came from every part of the United States and from many foreign countries. When the enrolment for the first year was made up it was found that thirty-three states were represented and fifteen foreign states and provinces.

It is worthy of record that the first mention of inquiries from students occurs in a letter written in September, 1890, less than four months after the first subscription had been completed, and more than two years before the University opened its doors. On October 5, 1890, I wrote, "We get the name of a new

candidate for admission every day." And this was no temporary outbreak of student correspondence. It not only continued, but began gradually to increase. In January, 1891, the inquiries from possible students were two or three every day. By July 1, 1891, the number amounted to about three hundred. In the autumn of that year, W. B. Owen, then a student in the Theological Seminary at Morgan Park, afterward a member of the University faculties, and still later principal of the Chicago Normal School, gathered about him nearly one hundred pupils whom he was preparing for the University. Meantime, inquiring students continued to report to my office in increasing numbers. There were twenty on February 28, 1892, the largest number heard from in any one day up to that time. It was found in the end that two things saved the University from being overwhelmed by numbers the first year. These were the high standard fixed and the requirement that all first-year entering students must pass an examination. Very many expected to be admitted on certificates from high schools and academies. When they found they could not do this, and read the requirements for admission in *Official Bulletin No. 2*, they decided to go elsewhere, or to defer their entrance until they were prepared to take the examination. Correspondence was had with nearly 3,000 young men and women who expressed a desire to enter.

This is the story of the gathering of the students of the first year. As was said at the beginning, they gathered themselves. They were not sought. They came of their own motion. Had they not been discouraged or absolutely shut out by the severe examination tests the attendance of the first year would have been doubled. It amounted to 742.

The gathering of the first faculty is another story. The members of the teaching staff had to be looked for, and by patient inquiry found. The new University had made such an appeal to the imagination of teachers as well as of the public that there were, naturally enough, many applicants for positions, but with the exception of a few very desirable men these applications were not treated seriously. President Harper aimed high and from the outset fixed his mind on professors in the leading universities of the country. As a matter of course these men were the very ones—it may perhaps be said, the only ones—who were almost immovable. Why should such men move? They had positions for life, into which they had grown, where they had every possible tie to hold them—homes, libraries, laboratories, friends. They were, for the most part, in old, great, famous institutions, in whose distinction they participated. Why should they change? Particularly, why should eminent teachers, thus situated, enter on a "hazard of new fortunes" by going to a new institution, organized on a new edu-

cational plan, "launched upon uncharted seas and with new methods of navigation," an institution whose financial basis was wholly out of proportion to the vastness of the educational scheme, and whose future, therefore, was uncertain? It seems strange that many of the best men in the country, notwithstanding the fact that all these things were true, were moved by President Harper's approaches. There was a strong power of appeal in the plan and in the young president himself. But no sooner did it become known that professors had been approached and were thinking of Chicago than every influence was brought to bear to hold them in their places and set them against the new institution. Chicago was declared to be a "bubble." Its funds were ridiculed as totally inadequate. It was prophesied that salaries would not be paid. Under these circumstances it is not surprising that serious difficulties were encountered in securing the men Dr. Harper wanted. But he was eminently fitted to overcome these difficulties and secure the sort of teachers he had set his heart on. He had high ideals of what a university professor should be. He must be a teacher, but first and foremost he must be a scholar, in love with learning, with a passion for research, an investigator who could produce, and, if what he produced was worthy, would wish to publish. President Harper was endowed with a kind of intuitive recognition of a scholar, which enabled him to select a faculty of schol-

ars. He had, moreover, a singularly judicial mind, and in considering possible teachers he weighed the evidence on both sides with insight and justice. In dealing with those he wanted to engage for his faculty he manifested a consideration of their interests, a friendliness and sympathy that disarmed opposition, a personal charm, a power to make his theme interesting, and a contagious enthusiasm, that won even the reluctant. As a result of these unusual qualities, President Harper made few mistakes in his first faculty.

I cannot here even mention the names of all its members. But there were some appointments which are of special interest and cannot well be passed over. Early in 1892 Harry Pratt Judson, later president of the University, but at that time a professor in the University of Minnesota, was persuaded to accept a professorship in History and the deanship of the colleges and to begin his work the first of June. He came at that time to assist President Harper in the tremendous task of organizing the work of the University in preparation for the opening in October.

The first heads of departments, secured after a long and hard struggle, were William Gardner Hale and J. Laurence Laughlin, both of Cornell. Mr. Hale became head professor of Latin and Mr. Laughlin of Political Economy. With these men secured, difficulties began to disappear. Under Mr. Laughlin's ad-

vice Adolf C. Miller, since distinguished in public life, also of Cornell, was almost immediately added to his department.

One of the first men approached by Dr. Harper was Dr. Albion W. Small, president of Colby University. Fourteen months after the negotiation began, President Small was appointed head professor of Sociology and accepted. At the same time, January 29, 1892, the first considerable number of other appointments was made, among them James H. Tufts, later vice-president of the University, in Philosophy; William D. MacClintock, in English; George S. Goodspeed, in Comparative Religion and Ancient History; Starr W. Cutting, later head of his department, in German; A. A. Stagg, director of Physical Culture and Athletics; Frank J. Miller, in Latin; Carl D. Buck, later head of the department, in Sanskrit and Comparative Philology.

On February 4, 1892, four notable appointments were made: Hermann E. von Holst, head professor of History; Richard Green Moulton, University Extension professor of English Literature; Emil G. Hirsch, professor of Rabbinical Literature and Philosophy; and Ezekiel G. Robinson, professor in Apologetics and Christian Ethics. Mr. von Holst, author of a well-known constitutional history of the United States,was a professor in the University of Freiburg in Baden, Germany, and his acquisition was regarded

by the president with great satisfaction. Mr. Terry, professor in History, had aided in securing him. Mr. Hirsch was the able and popular rabbi of the Sinai Congregation of Chicago and most generously contributed such services as his duties to his congregation and the public permitted. Mr. Robinson had been president of the Rochester Theological Seminary and later of Brown University, and came to give the closing years of a distinguished career to the new University. Mr. Moulton had come, in 1890, on a temporary visit to the United States, to enlist interest in the University Extension movement. He met Dr. Harper in Christmas week in Washington and in a single conversation was induced to promise a year's work in the new University. His one year became a life-engagement. Nathaniel Butler, once a member of the faculty of the Old University, was brought from the University of Illinois and became acting director of University Extension.

At a meeting of the trustees held March 19, 1892, E. Hastings Moore, of Northwestern University, was elected professor of Mathematics and later became head of his department. At the same meeting the first incident of an interesting story occurred. Charles O. Whitman, of Clark University, was elected head professor of Biology. An exceptionally able group of scientific professors was gathered at Clark and it transpired that, owing to unsatisfactory internal con-

ditions, they wished to leave and accept favorable openings elsewhere. The opportunity to make the scientific departments equal to those of the leading universities of the country was irresistible. Mr. Whitman drove a hard bargain with President Harper in the things he required in the way of buildings, equipment, and running expenses. That distinguished physicist A. A. Michelson, who was one of the acquisitions from Clark, with that modesty which has always characterized him, made no terms. In this group of professors were Nef, Donaldson, Mall, Jacques Loeb, and others.

In making these fifteen appointments the president was tempted beyond what he was able to bear and beyond what his resources could bear. But, his power of resistance having broken down before this splendid temptation, he was left quite helpless before one which immediately followed. He learned that Thomas C. Chamberlin, president of the University of Wisconsin, having, during his five years at Madison, accomplished the task of reorganization he had set for himself and doubled the number of students, was weary of administrative work, which, indeed, he had undertaken reluctantly, and would, perhaps, welcome a call to the headship of a Department of Geology, and that his professor of Geology at Madison, Rollin D. Salisbury, who had already been recommended in the highest terms, would follow his chief.

George C. Walker, one of the trustees, had agreed to provide a museum building which might be used also as the laboratory of Geology, and the president warmly urging action, President Chamberlin on May 4, 1892, was appointed, the appointment of Mr. Salisbury following in June. These appointments from Clark and Wisconsin established the reputation of the scientific departments and added greatly to the prestige of the new University. They fixed its place in the public mind as the peer of the best institutions in the country.

Professor E. D. Burton, who subsequently became president of the University, was one of the late appointments. He was a professor in Newton Theological Institution. The president had long been urging him to take the chair of New Testament, but could get no encouragement. What appeared to be a final refusal in March, 1892, greatly discouraged him. But he had an extraordinary gift of persistence and persuasion. The negotiation was renewed and in the end Professor Burton was secured.

One of the happy appointments of the first year was that of Charles R. Henderson in Social Science, later University chaplain, a position in which he won all hearts.

There were nine women in the first faculty. Alice Freeman Palmer, former president of Wellesley was, after long negotiation, secured as dean of women

and with her was associated Marion Talbot, who became Mrs. Palmer's successor.

One rather extraordinary fact about President Harper's labors in securing a faculty must be mentioned. He sought big men. He wanted the very best and ablest, the most distinguished scholars and teachers he could find. The more eminent they were the more he wanted them. He made every effort to secure Remsen, of Johns Hopkins, but in this case his own university could not let him go and made him its next president. It was because he believed von Holst was a great man and because he had an international reputation that President Harper wanted him in his faculty. Because he wanted the best he did not hesitate to try for the presidents of colleges and universities. It is not known just how many of these he attempted to bring into the first faculty. It is known that he failed with some whom he made extraordinary efforts to get. As the first faculty was finally constituted nine of its members had been presidents of higher institutions: Ezekiel G. Robinson, Brown; George W. Northrup, Baptist Union Theological Seminary; Galusha Anderson, the Old University of Chicago and Denison; Albion W. Small, Colby; Thomas C. Chamberlin, Wisconsin; Franklin Johnson, Ottawa; Alice Freeman Palmer, Wellesley; and Howard B. Grose, South Dakota. To these names was soon added that of John M. Coulter, Lake Forest. His friends were

never able to detect the slightest trace of jealousy in President Harper. He rejoiced in the growing reputation of members of the faculty as though it were his own. Every distinction they received gave him pleasure. Every book they published was a source of satisfaction, and the greater the book the greater was his satisfaction. He was proud of the honors they received and he watched the development of growing scholars with joy and pride.

By the first of June, 1892, we had about reached the limits of our resources for appointments and, understanding that very few more would be made, as secretary of the board I wrote for publication:

> The last gift of one million dollars, made by Mr. Rockefeller in February, has made it possible for the University to organize its faculties in a somewhat complete way. In all departments sixty instructors have now been elected. The number will be increased by ten or twelve additional names, and then, so far as the faculties are concerned, the University will be ready to receive its students.

In my simplicity I thought I was giving out authoritative information. I was, as it turned out, only announcing the number of instructors for whom financial provision had been made. The president, feeling driven by necessity, recommended, and the trustees, under the same spur, appointed, not ten or twelve more, but sixty. Appointments continued to be made at almost every meeting until October 25, nearly a

month after the University opened. Instead of the seventy-two I had stated would complete the faculty of the first year, when the appointments were ended, the number, including all ranks, was found to be 120. It was a great venture of faith. It was probably the largest faculty with which a university ever began its work. It was certainly one of the best. His first faculty gave the president great satisfaction. It was a body of scholars, teachers, and investigators. As September, 1892, drew to a close its members came together in Chicago. On October 1, its first meeting was held and a general policy of work outlined. Thus the good ship was manned, passengers were on board, and it was under way. May it have a prosperous voyage!

VIII

THE UNIVERSITY BEGINS TO BUILD

ONE of the very first necessities that confronted the new University was the provision of buildings in which to conduct its work. At the first meeting of the board of trustees, therefore, a committee on buildings and grounds was appointed, with Martin A. Ryerson as chairman. Before it could do much, however, its activities were for a time brought to a standstill by the question of enlarging the site from three blocks to four. This matter having been finally decided and the site enlarged by the purchase of an additional block of ground and changed in shape into a compact square, two blocks wide and two long, with the streets and alleys vacated, the committee, in the spring of 1891, was able to go forward. Many important and perplexing questions, however, at once arose. Should the structures be small and cheap, or should they be large, dignified, and worthy? What material should be used in their construction? Should it be stone or brick? If stone, should granite be chosen, or could something as attractive, and, while durable, not so expensive, be found? What

should be the arrangement of the buildings on the site, and where should the first buildings be located? And above all, what style of architecture should be adopted?

Fortunately for the young University, it had among its trustees the very best men in Chicago to consider and determine these important questions. Henry Ives Cobb was chosen as architect and began to work on the problems of the style of architecture to be adopted, and the general arrangement of the buildings on the twenty-four acres of the site. On June 25 he submitted to the committee an elaborate sketch embodying his plan for the disposition of the buildings on the entire site. It was, in reality, a picture, giving a bird's-eye view of the University as it would appear with all the buildings completed. It made a most imposing and attractive picture. It was not intended to represent the buildings as each would appear in solid brick or stone, so much as to indicate the general arrangement and distribution of the various structures. It divided the site into six quadrangles, each surrounded with buildings, leaving in the center a seventh, the main quadrangle, giving unity to the whole design. While this general plan for the grouping of the buildings was not formally adopted, the construction of the buildings was begun and continued, so far as the original site of four blocks was concerned, in accordance with it. The style of architec-

The Women's Halls

ture finally adopted was English Gothic, and Gothic, with modifications of that style, continued to determine the construction of all the educational buildings. Plans and specifications for a lecture hall and dormitory were prepared by the architect and on November 16, 1891, Mr. Ryerson submitted for the committee on buildings the following recommendations:

that blue Bedford stone be adopted as the material for the erection of the buildings, the bids showing that the difference in cost between this material and pressed brick with stone trimmings is but five or six thousand dollars for each building; also that the committee be authorized to let, and the proper officers be authorized to sign, the contracts for the erection of a lecture hall and one dormitory, at a cost, for the two buildings, not to exceed $325,000.

The report was adopted, and at the same meeting two additional important steps were taken. It was voted that the committee be authorized to prepare plans for a library building, a museum, a gymnasium, and a dormitory for women. The other important action was the adoption of the recommendation of the Finance Committee that an immediate effort be made to raise one million dollars to be expended on the grounds, buildings, and general equipment of the University. The story of this million dollars has been told in a preceding chapter.

On November 23 the contracts for the two buildings authorized were let, and ground was broken for

them three days later, November 26, 1891. There were no public exercises. The workmen gathered, the word was given, and the work began. The plow entered the ground near the corner of Ellis Avenue and the Midway Plaisance, where the first dormitories were to stand. Within three weeks more than a hundred men were at work on the foundations, and before January 1, 1892, these were completed. As has been said these first buildings were a lecture hall and dormitory. The dormitory was that one contemplated in the $100,000 contributed by Mr. Rockefeller for the Divinity School. It was in reality three buildings. The central one was five stories in height with rooms for ninety-two students. North and south of this, separated from it by fire walls, were buildings of four stories, each with accommodations for forty-six students. The length of the three structures was 270 feet. The northern section was assigned to students in the Graduate Schools. It was called at first Graduate, later North, Hall, and the central and southern sections were known as Middle and South Divinity halls. Later Graduate was named Blake Hall, Middle Divinity, Gates Hall, and South Divinity, Goodspeed Hall. Although it had been hoped that these dormitories could be built for $150,000, their cost proved to be $172,806. The lecture hall, begun at the same time with the dormitories, was located on Ellis Avenue south of Fifty-eighth Street, and was 160 feet long,

the united buildings thus forming an unbroken front of 434 feet. The width of the lecture hall was 80 feet. It contained over sixty rooms, divided into eleven departmental suites of from three to six rooms each, the central room of each suite being intended for the departmental library. The plans also provided for a chapel or assembly room for temporary use, taking for the purpose the north third of the first floor, also a general lecture-room that would accommodate about two hundred, and offices for the president, deans, and other officials. These buildings were to be ready for occupancy by September 1, 1892, but it was some weeks later before the last of the workmen left them.

Even on October 1, Opening Day, there was still much to be done.

Before the completion of the lecture hall, Silas B. Cobb, one of the early settlers of Chicago, made a contribution of $150,000, which later was appropriated for this building. I well remember the time and the circumstances of the promise of this great sum. The last day of the second month of the three Mr. Field had given us for raising $1,000,000 had come and we seemed to be at the end of our resources. The family of Mr. Cobb had been encouraging him to help us, but they now told us they feared the decision must go over to the autumn. I then told President Harper we must take the matter into our own hands and go and see Mr. Cobb. He said, "Mr. Walker warned me

against it, but we will go if you will take the responsibility." We went, our appeal was received cordially, and four days later his subscription in writing was received for $150,000. Later he gave $15,000 more and this first lecture hall received his name. It cost $221,956. For more than twenty years Cobb Lecture Hall was the center of University life.

Every effort had been made during the million-dollars-in-ninety-days campaign to secure funds for a gymnasium, a library building, and a building for the University Press, but without success. As it was imperative that provision be made at once for these needs, it was decided to erect a temporary building in the center of the northeast quadrangle, the site of what later became Hutchinson Court. It was built as cheaply as possible, without permanent foundations, of common brick, one story in height and with a flat roof. The roof was supported by trusses standing above it, framed of large timbers, appearing like monstrous sawhorses holding it down. The building was begun in September and finished in December, 1892. It was large, being 100 feet wide and 250 feet long. The north end was fitted up for the physical culture work of women. In a portion of the east front was the printing-office of the University Press. South of this was a large room where the General Library was placed. The western section, south of the women's gymnasium, formed the men's gymnasium. This

was divided into a locker-room and the gymnasium proper. Around the walls of the latter, a dozen feet above the floor was a running-track, at that time "the best indoor running track in the West, twelve laps to the mile." On this track many great contests took place before excited throngs of students and other enthusiasts crowding the floor below. This temporary structure cost $25,208, and was a good investment. Although constructed very cheaply, and, contrasted with the other buildings, a blot on the landscape, it served its generation of students most usefully. When the noble tower group of buildings and the splendid Bartlett Gymnasium were planned its day was over. In the spring of 1901 the northern part of the building, the women's gymnasium, was torn down to make room for the foundations of Hutchinson Hall and the Mitchell Tower, and the summer of 1903 saw the rest of it demolished and removed to give an unobstructed approach to the Reynolds Club House and Mandel Assembly Hall, which were then approaching completion.

In connection with the raising of the million-dollar building fund, four women contributed $50,000 each for dormitories. The contribution of Mrs. Henrietta Snell was designated by her for a dormitory for men. She wished it to be a memorial of her husband, Amos J. Snell. Contracts for the erection of Snell Hall were made in August, 1892, and the hall was occupied by

students in April, 1893. Though built for men, it was assigned for the Spring Quarter of that year to the women, whose halls were not ready. There was no Summer Quarter in 1893, and on the opening of the Autumn Quarter the men came into their own. Snell Hall was located on Ellis Avenue south of Fifty-seventh Street. It housed sixty students and cost $53,586. During the first ten years it was the only dormitory assigned to undergraduate men.

In May, 1892, Mrs. Elizabeth G. Kelly intimated a wish to give $50,000 for a dormitory for women, if she could receive 5 per cent per annum on that amount during her life, and an agreement to this effect was made. Kelly Hall was completed in the summer of 1893 and occupied by students October 1 of that year. Its cost was $62,149. It had rooms for forty-two students and included a parlor and dining-room.

Soon after the contribution of Mrs. Kelly, Mrs. Mary Beecher gave $50,000 for a dormitory for women on a similar agreement, viz., that she receive 5 per cent per annum on that sum during the remainder of her life. The construction of Beecher Hall went on in conjunction with that of Kelly, and it also was finished in the summer of 1893 and opened to students October 1 of that year. The two halls were of the same size, accommodated the same number of students, and their cost was substantially the same.

It was in June, 1892, that a subscription of $50,000

was received from Mrs. Nancy S. Foster for a third dormitory for women. It was decided to locate the hall on the northwest corner of University Avenue and Fifty-ninth Street, and to make it five instead of four stories high, as Beecher and Kelly were. It being found that it could not be built for the sum subscribed, Mrs. George E. Adams, Mrs. Foster's daughter, announced to the board that if the University would go forward and erect Foster Hall her mother would pay the cost of its erection. On this encouragement the contracts were let and the beautiful building was constructed. It was finished in October, 1893. When in 1900 it became desirable to enlarge the hall, Mrs. Foster most generously authorized the trustees to do this and send the bill to her. Her gifts amounted, in the end, to $83,433, the full cost of the building. The hall provided a home for sixty-eight women students.

No one was more stirred by the campaign to raise a million dollars in ninety days than George C. Walker. Being a trustee, he knew all the necessities of the situation and gave the funds for building a museum. He was moved to provide a museum because of his lifelong interest in natural history and because the great World's Fair was about to be held in Chicago and a large amount of scientific material would be available if a fireproof home was provided for it. The Walker Museum was dedicated in connection

with the Fourth Convocation, October 2, 1893, one year after the opening of the University. It was used not only as a museum, but for twenty-two years as a lecture hall for Geology, Geography, Anthropology, and Paleontology. It was only then that the building of Rosenwald, a lecture hall in immediate connection with it, permitted the museum to be wholly devoted to the purposes for which it had been constructed.

The first large response to the appeal for a fund of $1,000,000 for buildings in the spring of 1892 was made by Sidney A. Kent, who proposed on March 17 to build a chemical laboratory. Although he fixed the limit of $150,000 as the cost of the building, he did not adhere to this limit. All the details connected with the work of construction were submitted to him and received his approval. He paid the bills as they came in, and the laboratory cost him in the end $202,270. He also generously furnished the equipment at a cost of $33,000. That the building might be made as complete and perfect as possible, under the most competent expert advice, Professor Ira Remsen was asked and generously consented to come from Baltimore and assist the architect in working out the general plan and details of the laboratory. The building was formally dedicated and turned over to the University at the Fifth Convocation, January 1, 1894. A conference of professors of chemistry from other universities and colleges was held. The dedicatory exercises took

place in the evening. As the procession entered the main hall of the building it passed a bronze tablet on the wall, the work of Lorado Taft, in the center of which was a bust of Mr. Kent, the donor of the building, in bas-relief, with this inscription below:

> THIS BUILDING IS DEDICATED TO A FUNDAMENTAL SCIENCE, IN THE HOPE THAT IT WILL BE A FOUNDATION STONE LAID BROAD AND DEEP FOR THE TEMPLE OF KNOWLEDGE IN WHICH AS WE LIVE WE HAVE LIFE.
>
> SIDNEY A. KENT

Mr. Kent crowned his beneficence by providing in his will a fund of $50,000 for the care of the laboratory. The building was named Kent Chemical Laboratory.

When the raising of the million dollars in ninety days was begun, Martin A. Ryerson was abroad. He was, however, kept informed of the progress of the undertaking. He was very deeply interested in its success and on June 13 sent a cablegram from Paris, saying, "If the million is raised, I will contribute $150,000 for purpose I will designate." On November 7, 1892, he wrote to the trustees, "I now express to you my desire that my subscription be applied to the erection of a building to be used as a physical laboratory, and to be known as the Ryerson Physical Laboratory, in memory of my father, the late Martin Ryerson, said building to be situated on the north

side of, and facing south on the central quadrangle, east of Kent Chemical Hall."

Martin Ryerson, the father of the donor, had been a leading business man of Chicago engaged in the manufacture and sale of lumber. He died in 1887, only three years prior to the founding of the University. When the laboratory was erected Mr. Ryerson placed in the main hall of the first floor a bronze tablet bearing this inscription:

PHYSICAL
LABORATORY
OF
THE UNIVERSITY OF CHICAGO
ERECTED IN MEMORY OF
MARTIN RYERSON
BY HIS SON
A.D. 1893

The cost of the laboratory was $200,371. To this contribution Mr. Ryerson added the equipment and furniture of the building. For many years he continued to give a great many thousands of dollars for additional equipment, apparatus, and supplies. Finished and occupied at the beginning of 1894, the building was dedicated July 2, 1894. The formal presentation and opening of the new laboratory was the crowning event of the Convocation week. Eminent physicists from other universities were present. The exercises of dedication were held in the evening. The en-

tire building was open to the large number of friends who were present.

One more building belongs to this earlier period. For a number of years the president lived in a rented house on Blackstone (then Washington) Avenue. It was three-quarters of a mile from the University, and the trustees felt that the president should have a permanent home on the grounds of the University. They therefore purchased lots on the northeast corner of University Avenue and Fifty-ninth Street, and in 1895 built the president's house at a cost of $40,000.

At the time of its completion, less than four years had passed since the turning of the first furrow for the foundations of the first buildings. It may amuse the reader to recall that in asking Mr. Field for the site I had written him a letter with the approval of my co-laborer, Dr. Gates, assuring him that we would agree to expend at least $200,000 in buildings and improvements within five years. Three years and a half had now passed since the making of that rash promise. By the generosity of Mr. Rockefeller and the people of Chicago contributions had been made which had enabled the University to erect thirteen buildings which with their equipment and furniture had cost about $1,450,000.

IX

THE OPENING YEAR

THE first day of October, 1892, that great day so long anticipated, in preparation for which so many plans had been made and so many labors performed, the day on which the doors of the University were to be opened for receiving students and beginning that work of investigation and instruction which it was hoped would end only with the end of time—that great day was drawing near. The night before, President Harper and Dr. Judson worked together until midnight on the details of the opening. When all was finished the president, as Dr. Judson relates, threw himself back on the sofa and said: "I wonder if there will be a single student here tomorrow!"

After much consideration it had been decided that the University should begin its work as simply and unpretentiously as possible. At 8:30 Saturday morning October 1, 1892, the bells sounded in Cobb Hall, the professors were in their classrooms, the classes were in their places, and the exercises proceeded throughout the morning as smoothly as if the University had been in session twenty years.

The chapel occupying the northern portion of the first floor of Cobb Hall seated several hundred. There, after the morning classes, at 12:30 o'clock, members of the University, faculties, trustees, and students, with some outside friends, assembled.

With a fine perception of what alone could adequately express the emotions of many present, President Harper opened the exercises by saying, "We will sing the doxology, 'Praise God from Whom all blessings flow.'" He then led the assembly in the Lord's Prayer, and announced the hymn, "Nearer, My God, to Thee." Following the hymn, the president still leading, part of the ninety-fifth Psalm was read responsively, "O come let us sing unto the Lord," and the hymn, "Oh, could I speak the matchless worth," was sung. Dean Judson then read parts of the first chapter of Genesis and of the first chapter of John, and verses 4–8 of the fourth chapter of Philippians. Prayer was offered by Professor Galusha Anderson, formerly president of the Old University. "Hail to the Lord's Anointed" was sung, a notice or two given, and the benediction was pronounced by Dean Hulbert of the Divinity School. Thus simple were the exercises of that really great occasion. At the October opening of every year for the third of a century covered by this volume substantially the same program, in all its simplicity, was repeated. It was known as the Commemorative Chapel Assembly.

Cobb Hall was not fully completed on the opening day and students passed under scaffolding to enter the classrooms. Workmen were still in the building and there was more or less noise. There were a few finishing touches to be put on the recitation hall and the dormitories, but the regular University work went right on.

There were in the faculty thirteen head professors, twenty professors, sixteen associate, and twenty-seven assistant professors, fifteen instructors, nine tutors, four assistants, seven readers, and nine docents, or 120 in all. In addition there were seven University Extension lecturers, engaged to give one or more courses of lectures. The total number of University students the first quarter was 594. In the Academy at Morgan Park there were ninety-nine boys and girls.

Everything was new and everything was incomplete. The site had received much attention from Daniel L. Shorey, one of the trustees, but in large part was still in its natural state. The western side was flat, but dry and covered with small oaks. The southeast quarter was like it. But these two sides were separated by low ground which was a morass in the spring, being lowest just east of where Haskell later stood, and here there was standing water for much of the year. There were a few board walks. There was no gymnasium for Mr. Stagg's athletes, and no build-

ing for what was already a great library. A gymnasium and library building, temporary in construction, was under way and became available at the end of the first quarter. Half a dozen other buildings, the Kent Chemical Laboratory, the Walker Museum, Foster, Kelly, Beecher, and Snell dormitories, were being constructed and the campus was covered with piles of earth, and with brick, stone, iron, lumber, every kind of building material, and swarming with workmen as well as with young men and women going to and from their recitations. The professors made their way about as well as they could, dodging teams, avoiding derricks, but rejoicing in the promise of increased facilities. They needed these badly. The scientific departments had none whatever on the campus. A four-story brick building on the southwest corner of Fifty-fifth Street and University Avenue, divided into storerooms below and apartments for flat-dwellers above, had been rented for them, and into these narrow quarters the biological departments and Physics, Chemistry, and Geology were crowded, and here they tried to do their work through the whole of the first year. As one of the professors said some years later at the laying of the cornerstones of the four biological laboratories: "Our earlier days in the University were spent in the garrets and kitchens of a tenement house." But somehow the departments were housed, and the great enterprise was got under way.

The opening released at once activities of every sort. The intellectual life of the University in all its departments began immediately to assume definite form. During the first quarter departmental clubs began to be established, and before the end of the year there were fifteen or more. The Christian Union was organized. The professors organized the Philological Society. They were, also, socially greeted and welcomed by the Men's Union of the Hyde Park Presbyterian Church, by the Baptist Social Union at the Grand Pacific Hotel, and by the trustees in Cobb Hall.

The establishment of a college paper being one of President Harper's cherished plans, the newspaper men found negotiations easy and the *University of Chicago Weekly* greeted the students on the day of the opening. Two weeks later the first number of the *University News* appeared. In December, 1892, the *Arena* began an existence which was terminated with the second issue. The *News* survived until April 19, 1893, but the *Weekly* held on triumphantly.

The first meeting of the faculty on October 1, 1892, took up the matter of Greek-letter societies which were already organizing and, after much negotiation, the policy of sympathetic regulation was adopted. This arrangement continued and under it the fraternities flourished.

The men students in the dormitories boarded in the Commons in the basement of the Divinity Halls,

it not having been possible to find any other place. As no place could well have been worse, there was dissatisfaction and the entire management was turned over to the students, which helped some, but not much.

The year being one of beginnings, someone was continually starting something. In addition to the departmental clubs there were more than twenty societies, clubs, associations, bands, choruses, and companies organized. The first month saw the birth of the Volunteer Mission Band, the Missionary Society, the Dilettante Club, a literary club of men and women instructors and students, the Glee Club, and the University Chorus. In November the University College Association, the Freshman Class, the Sophomore Class, the Students' Express Company, and the Young Men's and the Young Women's Christian Associations entered the field. In the same month the women graduate students, with a prophetic vision of the new opportunities and duties the still distant "votes for women" would open to them, organized the Parliamentary Law Club, "to familiarize its members with the proper mode of procedure in public meetings." And so the good work went on, graduates of colleges forming alumni clubs, lovers of games uniting in chess and checker clubs, those ambitious to speak well organizing the Oratorical Society, and the undergraduates ambitious to write well the Athenaeum

Literary Society. On the average, at least one new club or society was organized each week.

There were other activities in bewildering variety. Mr. Stagg got his work under way without delay. Football practice began on the day the University opened. Mr. Stagg called his prospective warriors together in Washington Park and began to teach them the game. On October 22, the first college game was played with Northwestern. It was a tie game. Neither team scored. Eleven days later the two teams met again and Northwestern won, 6–4. Five more college games were played. On November 15 the team won its first, and, for that year, its only college victory, winning from Illinois 10–4, but on Thanksgiving Day Illinois avenged itself by a victory, 28–12. Football was a new game to many in the West in 1892. It commanded instant favor and at once awakened the interest and enthusiasm of the students and faculty and the public. But football could not be played without a college yell with which to cheer the team. A general invitation to the University for a "yell" brought out more than one, but the one that fairly earned the title of the Chicago yell was proposed at the very outset, and most happily, by Mr. Stagg himself:

Chi-ca-gò, Chi-ca-go,
Chi-ca-go—Go!
Go Chi-ca, Go Chi-ca
Go Chi-ca-Go.

Like other college yells this was soon carried round the world. During this year Mr. Field gave the use of ground north of Fifty-seventh Street and east of Ellis Avenue for the University games, and it became famous as Marshall Field. Football preceded tennis by a few days only. The tennis players started early and the first tournament was held in October. Although there were no courts on the campus the followers of the sport got out early in the spring, doing their playing where they could. Four courts were begun, however, by the authorities and the Tennis Association was organized in June, 1893, to maintain and manage them.

The temporary gymnasium was finished in December, 1892, and eager candidates for basket-ball began to appear. The first team was organized in March and the games awakened great interest.

In April the first track team got together, though there had already been track practice and contests on the new running-track of the gymnasium.

It was to be expected, from Mr. Stagg's fame as a pitcher, that the boys would be eager for baseball under his leadership. The nine was organized in April and played fourteen games, ten of them with college teams. Of these ten Chicago won seven. In the disorganized state of western college athletics, no objection was made to the playing of Mr. Stagg. It was understood that the new University was just begin-

ning its athletics. The conditions prevailing were described in an early song called "1893," by Steigmeyer, '97:

> Then Stagg was catcher, pitcher, coach, shortstop, and halfback, too;
> For in those days of "Auld lang syne" our good athletes were few.

The final baseball game was played in June, during Convocation week, and was especially noteworthy because it marked the dedication of the new Athletic Field, a victory of 8–3 over the University of Virginia, and the triumphant close of the first baseball season.

In those days bicycle races were a recognized part of intercollegiate contests, and in January of the first year the University Cycling Club was organized and developed some champion cyclists.

Although a little more than half the students were theological students and graduates, they were a very human, genial, social crowd. Receptions abounded from the very beginning—receptions in Cobb, in the Beatrice, an apartment house rented as a dormitory for women, and in the president's house. There were receptions for the college classes, from the Freshmen up, for the graduates, for the theologues, for the professors, for the wives of the professors and students. There were parties and sleigh rides. Every meeting of the forty clubs was a social event. The one great meeting of the University Union closed with a prome-

nade concert in Cobb Assembly Room when the whole University gathered.

Most of the recitations being held in Cobb the students were thrown together in its halls several times daily, and these large assemblages of young people were naturally very social in their nature. An observer could not fail to be impressed with the perfectly natural, unconstrained way in which the young men and women mingled. They acted as though it was the most natural thing in the world that they were in the University together. All went about their daily business in a simple, straightforward manner, and the life on the campus was as natural as in any village community.

Through the Christian Union, the two Christian associations, the missionary societies, and the churches of the city the religious life of the University found expression and was vigorous and active. There was no University chaplain the first year, and the pastors of the city were freely drawn upon for chapel addresses. Eminent preachers, not only from Chicago but from other parts of the country, spoke at the Sunday evening services of the Christian Union.

Music came in to help the social life and gratify artistic tastes. At least two series of "chamber concerts" were given in Cobb.

As the second quarter wore on, the first of the new dormitories, Snell Hall, approached completion. It

was built for men, but the women of the University were given the right of way, and they left the Beatrice and moved into Snell on April 15, 1893. The very last number of the *University News* told the story of their flitting from the one to the other.

The World's Fair was opened in the spring of 1893 and the famous Ferris Wheel went round just over the fence from the new women's dormitories. The Fair and the Wheel brought moving remembrances to the author of "1893":

Oh, there were more profs than students, but then we didn't care;
They spent their days in research work, their evenings at the Fair.
And life upon the campus was one continual swing;
We watched the Ferris Wheel go round, and didn't do a thing.

The first Convocation was held in the Central Music Hall, which stood on the southeast corner of State and Randolph streets. The date was January 2, 1893. It was a notable event because there, for the first time, the University as a whole, president, trustees, faculty, and students, met the people of Chicago and its friends and patrons in a great public function. Then was instituted the ceremonial, since become familiar, of the Convocation procession, students in academic cap and gown marching down the main aisle, followed by the professors also in cap and gown, their various bright-colored hoods lending animation to the scene, the trustees in cap and gown, with prominent

visiting educators, the chaplain, the speaker, and the president closing the procession.

The first Convocation address was delivered by Professor von Holst to a noble audience filling the hall, on the subject, "The Need of Universities in the United States." The president's statement followed. He contrasted the conditions existing twelve months before with those prevailing at the time he spoke, gave an account of the work of the quarter, closing with a statement of the urgent needs of the University. President Harper was always interesting, and never more interesting than in this first Convocation statement.

At the third Convocation, the last one of the opening year, President Harper said that while, one year before, in a published official forecast, the number of students estimated for the Graduate School had been placed at 100, the number actually enrolled the first year had been 210, that the enrolment in the Divinity School had been 204, and that the total attendance in the colleges and higher departments had been 742. The president also announced that friends of the University, quite independently of the University itself, had organized "The Students' Fund Society," the purpose of which was to collect funds and distribute them, in the form of loans to students who gave clear indications of scholarly ability. This society continued its beneficent work year after year. The work

of the University Extension had been instituted with large success. Through many difficulties the University Press had been got under way.

Such were some of the educational, athletic, social, religious, and literary developments of the opening year. The year was so full, so crowded with new things that little justice can be done to it in these few pages.

No one saw more clearly than President Harper that he had organized the University on a scale of expenditure not warranted by its resources. He had done this with his eyes open in the confident expectation that the resources could and would be found. But no man was ever more anxious than he was and no man could work harder to find a way of deliverance. The story is too long to tell here, but two men finally opened that way. On Christmas Day, 1892, there was received from Mr. Rockefeller a third $1,000,000 subscription, payable December 2, 1893. This was a great gift, but unfortunately it was not enough; it would not be available for a year; it was for endowment, and not even its income could be used for meeting obligations which were clamoring for payment.

It was under these circumstances of distressing need that Martin A. Ryerson made a subscription of $100,000 on condition that $500,000 could be secured to "meet the exceptional expenses of organization and the pressing demands for general improvements and equipment." This proffer was made at the beginning

of February, 1893. The president and secretary lost no time in beginning to seek subscriptions to fulfil Mr. Ryerson's offer. The panic of 1893 defeated them. Mr. Ryerson more than once gave them an extension of time. Mr. Rockefeller generously subscribed $150,000 toward current expenses. Mr. Ryerson advanced his $100,000 to meet pressing obligations. The half-million was finally secured, but not till after the close of the first year, which thus ended with a long struggle with debts and deficits impending.

X

THE STRUGGLE WITH THE DEFICIT

THIS chapter might have any one of several names. It might be called "The University and Its Benefactors," or "The Expanding Plans of President Harper," or "The Munificence of Mr. Rockefeller." All these things will emerge as the story develops. But the thing that is always in evidence in the record of the fifteen years that followed the opening of the University is the struggle with deficits. The beginnings of that fifteen-year struggle were touched upon in the preceding chapter. It was then told how Mr. Ryerson had offered $100,000 on condition that the sum was increased to $500,000 by the contributions of others and how Mr. Rockefeller followed with a contribution of $150,000 for current expenses. This was the opening of that long struggle with a deficit that became a monster threatening to devour the institution.

The summer of 1893 was one of the most trying in the history of the University. Nothing had been added to the Ryerson fund. The country was suffering from one of the worst panics in its history and it

would have been lunacy to try to raise money. One man indeed could still make contributions, and on the last day of October of that year Mr. Rockefeller sent the board a new subscription of $500,000 conditioned on the raising of the Ryerson fund before July 1, 1894. It was to be devoted to the general purposes of the institution and to providing for the deficit of 1894–95. The Ryerson half-million-dollar fund had now become the Ryerson million-dollar fund. But the financial depression continued, and it was not till May, 1894, that a new beginning could be made in soliciting subscriptions. It was finally found impossible to comply strictly with the conditions of Mr. Ryerson's subscription. The entire sum, indeed, required was raised and more, but it was necessary to admit some contributions for purposes not originally contemplated by Mr. Ryerson.

I was associated with President Harper in the raising of this subscription and can never forget its difficulties and discouragements. I recall one of the incidents that greatly depressed us at the time, but later gave us many a hearty laugh. We called on a well-known citizen, trustee of a well-known school, and began by saying, "We are calling on you because we know you are interested in education." We got no farther. Quick as lightning he burst out: "Not a particle! Not a particle! Not a particle!" But almost invariably we were received, not only courteously, but with cordial friendliness.

While the effort for the Ryerson million had been going on the obligations of the University had been increasing at an appalling rate, until they had approached half a million dollars. It was the knowledge of this situation which had moved Mr. Rockefeller to make his proffer of half a million to encourage, and, if possible, insure the raising of the Ryerson fund.

It was raised at last and the young institution rescued, not from bankruptcy, for it was perfectly solvent, but from a load of obligations that threatened to cripple its activities, if it did not compel the temporary suspension of its educational work.

The authorities had been so disturbed and alarmed by the dangers that had threatened that the mistakes of the first and second years were never repeated. Temptations were not lacking. The number of students increased astonishingly. New departments, new schools, clamored for establishment. It was only by setting their faces like a flint against them that the authorities were able to resist the temptation to embrace most alluring opportunities for branching out in various directions. And yet, with the best intentions in the world to pursue a conservative policy, the trustees, while guarding against the earlier peril, found, to their grief and dismay, the annual expenses mounting up by leaps and bounds. In 1894–95 these were, in round numbers $544,000; in 1895–96, $637,000; in 1896–97, $692,000. The income for the corresponding

years showed deficits of $53,000, $47,000, and $97,000, a total for the three years of nearly $200,000. This alarming result occurred notwithstanding the fact that Mr. Rockefeller made the following special contributions for current expenses for the express purpose of providing against deficits: in 1894–95, $175,000; in 1895–96, the same amount; and in 1896–97, $100,000, a total for the three years of $450,000. It was also in the middle of this period on October 30, 1895, that Mr. Rockefeller made his great three-million-dollar subscription. This was an unconditional pledge of $1,000,000 for endowment, which was paid two months later, and a further subscription, to quote the language of the pledge, of

> $2,000,000 for endowment or otherwise as I may designate, payable in cash, or, at my option, in approved interest-bearing securities at their fair market value, but only in amounts equal to the contribution of others, in cash or its equivalent, not hitherto promised, as the same shall be received by the University. This pledge shall be void as to any portion of the sum herein promised which shall not prove to be payable on the above terms on or before January 1, 1900.

Mr. Rockefeller had noted with apprehension the growth of the annual expenses and the increasing deficit. He made one effort to call a halt. In December, 1894, he had subscribed $175,000 for the current expenses of 1895–96, but had provided that he was to be at liberty to withhold further payments on the subscription in case it should be found that the expendi-

tures were exceeding the income. Ten months later he seems to have concluded that a better way would be to secure such an addition to the funds as would provide an income ample for the annual expenses and make deficits impossible. It would seem as though no device would be more certain to accomplish this result than this opening of the way to adding $5,000,000 to the funds. It will be noted that after giving $1,000,000 outright, he proposed to duplicate every dollar that was contributed by others, for any purpose, during the ensuing four years, up to $2,000,000. These were no hard conditions. The proffer was most wisely and generously conceived to help the University in every way. And in helping the University it was most effective. It called attention once more and with renewed emphasis to the fact that a really great University was developing in Chicago. It awakened an assured confidence in the minds of all in the future of the institution. It led persons of large wealth to feel that it would endure and was a safe place in which to make large investments for education.

On December 14, 1895, only six weeks after the announcement of Mr. Rockefeller's subscriptions, Miss Helen Culver, having "concluded that the strongest guaranties of permanent and efficient administration would be assured if the property were entrusted to the University of Chicago," turned over to the trustees properties which she valued at $1,000,000.

They did not eventually produce that full amount and from time to time she added other contributions. The whole gift was "devoted to the increase and spread of knowledge within the field of the Biological Sciences."

In the early part of the year following these subscriptions and contributions, the Chicago Commercial Club turned over to the University the Chicago Manual Training School, its property and endowments, the whole aggregating in value $250,000.

Year by year the four-million-dollar fund grew, but not fast enough to reach the total sum of two million dollars on the date fixed, January 1, 1900. The time was therefore extended to April 1. During these three months some notable gifts were received, carrying the total to almost two million dollars. Among the great contributions to the fund, in addition to those already mentioned, were the following: $206,000 by Mrs. Charles Hitchcock, $135,000 by Marshall Field, $72,000 by Elizabeth G. Kelly, $60,000 by Charles L. Hutchinson, $50,000 by W. F. E. Gurley, $50,000 by John J. Mitchell, $40,000 by Martin A. Ryerson, $34,000 by Catherine W. Bruce, $30,000 by Mrs. B. E. Gallup, $27,000 by Mrs. Emmons Blaine, and $20,000 by Nancy S. Foster. There was a contribution of $50,000 from Leon Mandel for Mandel Assembly Hall, which, a little later, but not soon enough to be counted in this fund, was increased by $35,000

more. The very last days of the extension to April 1 came and a few thousand dollars were still lacking to make up the full two million the University must raise to secure the full two million Mr. Rockefeller had subscribed. On the last day but one President Harper received the following telegram:

> Wire me Saturday noon [March 31] how much you lack in fulfilling conditions.
>
> F. T. Gates

The information was dispatched and the following answer came back without delay:

> *President W. R. Harper, University of Chicago:*
>
> I have secured valid pledges from friends of University sufficient to cover whatever may be found on examination to be the actual shortage in the amount necessary to entitle the University to the full amount of Mr. Rockefeller's pledge of October 30, 1895, and you can therefore announce the success of the movement.
>
> F. T. Gates

Thus was the greatest financial campaign of the first quarter-century brought to a triumphant issue. The University never inquired who the "friends" referred to in the foregoing telegram were. Mr. Rockefeller considered their subscriptions "valid," and as they were paid and duplicated by him the University was more than satisfied. As a result of the great subscription of October 30, 1895, $5,000,000 came into the treasury of the University. It would naturally be supposed that with this immense addition to its

resources the institution would now escape deficits. It would be supposed that most of this great sum must have been added to the endowment. As a matter of fact almost the only part that went into the endowment was $1,500,000 from Mr. Rockefeller and a part of Miss Culver's contribution. The greater part of the two millions given by others went into additions to the site, equipment, books, supplies, collections, and new buildings. Of Miss Culver's gift $325,000 was expended on the four Hull Biological Laboratories, and the fund was then withdrawn from use for about sixteen years and allowed to accumulate, the interest being annually added to the principal, so that when it was finally released in 1914, the fund had so increased that it yielded in the neighborhood of $40,000 a year toward the annual expenses of the Biological departments. Of the two millions contributed by Mr. Rockefeller in duplicating the gifts of others, some $1,300,000 went to pay accumulated and current deficits in expenses for the six years succeeding the making of the subscription, and the remainder to pay for additions to the campus, to erect new buildings—the Press Building and the Power Plant—to supplement the gifts of others for buildings, to purchase the law library, to provide for medical instruction, and to provide the temporary structure for the School of Education. It was a great disappointment to the Founder and the trustees that so little could

be saved from the $2,000,000 gift for permanent endowment.

Mr. Rockefeller fully understood all the factors in the situation, the genius of the president, which he did not wish to have discouraged, the conservatism of the trustees, the inevitableness of the University's expansion, and the difficulty of regulating it. His interest and confidence in the ultimate outcome were not diminished. They increased. He continued to care for the large deficits. In December, 1900, he made a new contribution of $1,000,000 for endowment and once more half a million for general purposes. In December, 1901, he added another million dollars to the endowment, and in December, 1902, still another million, making a total up to that date of more than $8,000,000 for endowment alone. Meantime since 1897 Mr. Rockefeller had given the following sums to provide against current expense deficits: for the three years from 1897 to 1900, $200,000 each year; for 1900–1901, $225,000; for 1901–2, $253,000; for 1902–3, $250,000; and for 1903–4, $261,000, a total of almost $1,600,000, for current expenses in seven years. And yet the deficit grew. Such was the expansion of the University's work that notwithstanding these unparalleled gifts, and the contribution of several million dollars from other benefactors, the deficit for 1904–5, according to the budget proposed for that year, showed an increase of $60,000. This was, in a

conference between John D. Rockefeller, Jr., Dr. Gates, and a committee of the trustees, cut down a little, but only a little, and Mr. Rockefeller provided $300,000 to meet the prospective deficit. Then the conference took the following action to bring the annual deficits to a final end:

It is the unanimous sense of this conference that until this deficit is wiped out by endowment or retrenchment, the University must rigidly decline to consider the enlargement of any departments now existing, or the addition of any new departments of work which do at the time, or may in the future involve the University in additional expense, unless adequate funds are especially provided therefor. This policy the gentlemen here assembled commit themselves to carry out to the full extent of their ability.

In adopting this policy we are not taking a backward step, nor are we conceiving the University as remaining stationary. We conceive this step to be a step in advance, and the most important and the most exigent now before the University. If we shall demonstrate our ability to conduct the institution within its income and thus place it on an assured and permanent financial foundation, we shall have placed the institution in a position to invite the confidence of men of means, both in Chicago and in the East, and will be in a position to assure them, not only of the permanency of the institution, but that it can and will conduct its affairs annually without financial embarrassments and without financial crises, which may either threaten its usefulness or embarrass its friends.

As Mr. Rockefeller had for the three years preceding this conference added $1,000,000 to the endowment as regularly as January came round, and as the needs were greater and more urgent than ever,

and as the responsible parties had concluded an agreement, binding on them all, henceforth "to conduct the institution within its income," it might have been supposed that a new and perhaps unusually large endowment gift would now be made. But no contribution whatever for endowment was made. Mr. Rockefeller subscribed $300,000 to make the income for 1904–5 adequate, but that was all.

December, 1904, came round and a committee again visited New York, with the budget for the year July 1, 1905. Again there was disappointment as to any gift for endowment, but Mr. Rockefeller cheerfully promised $245,000 for the current expenses. He was waiting to see whether the conference agreement of December, 1903, was being faithfully observed—whether the trustees were conducting the institution within its income and thus inviting "the confidence of men of means both in Chicago and in the East." There was disappointment, but perhaps this disappointment had its part in encouraging the trustees to establish that absolute control of the annual expenditures which characterized the financial management of the University from that day forward.

When in December, 1905, the committee carried the budget for the next year to New York and with it presented the endowment needs, its members found themselves in a new atmosphere. In January they were able to report that Mr. Rockefeller not only

promised the funds needed to provide for the prospective deficit, but $1,100,000 for endowment. And during the same year, on December 26, 1906, he emphasized his confidence by contributing $3,025,000, of which $2,700,000 was to be added to the permanent endowment.

The day of deficits ended. The last deficit was provided for in 1908.

On December 30, 1907, a new contribution for endowment was made amounting to $1,400,000, and a year later still another gift in bonds of the market value of $862,125. These bonds were given not only for the permanent increase in endowment but also to provide for any possible deficit. But there was no deficit. Mr. Rockefeller, Jr., knew there would be none. In that joyful confidence he wrote Mr. Ryerson, "It is with the utmost satisfaction that we see the deficit in the annual budget of the University thus permanently wiped out." For the rest of the period covered by this story, that is up to 1924, it was wiped out. Through the princely munificence of the Founder the long and desperate struggle with the deficit had been brought to a triumphant conclusion.

XI

THE UNIVERSITY CONTINUES TO BUILD

DURING the early years of the University its buildings multiplied so fast that they seemed to rise by magic. But no one of them all ever went up except under the spur of necessity and by hard days' work, and their number was always too small. More were always needed than could be provided. Within less than six years after the opening on October 1, 1892, the attendance of students increased more than threefold—from 742 the first year to 2,307 in 1897–98—and continued to multiply. The president's house was built in 1895 and marked the close of the first building period.

The first structure completed during the second era of building was the Haskell Oriental Museum. It was in connection with the raising of the Ryerson Fund that Mrs. Caroline E. Haskell, of Chicago, the widow of Frederick Haskell, gave $100,000 for building the Museum. This gift with its accretions of interest fully paid for the building, which cost $103,017. The cornerstone was laid July 1, 1895, and one year later, July 2, 1896, the Museum was dedicated. The presence of

Hull Court

the Founder, Mr. Rockefeller, added to the interest of the day. The building was formally presented to the University on behalf of the donor by Professor George S. Goodspeed of the Department of Comparative Religion. In accepting it, President Harper said this of the circumstances under which the gift was secured:

> . . . . I remember distinctly a warm day, about the first of June, which the secretary of the board of trustees and myself had spent in the city from early morning until late in the afternoon without meeting success of any kind. . . . . As we were returning home, it was suggested that perhaps our friend, Mrs. Caroline E. Haskell, who had before expressed great interest in the cause, might be willing to assist in the work we were trying to accomplish. It was found that she had been considering very seriously the question of erecting a building upon the grounds of the University in memory of her husband, and in a few minutes she expressed her willingness to furnish the money for the erection of such a building. It was this gift that made certain the securing of the million dollars [involved in the raising of the Ryerson Fund].

After the lapse of thirty years I recall vividly that day and that incident. Mrs. Haskell was living at the Victoria Hotel then standing on the northwest corner of Michigan Avenue and Van Buren Street. As we were passing the hotel Dr. Harper seemed half-inclined to stop and call on her. Only one month before she had given us $20,000 to endow the Haskell Lectureship and it was hoping against hope to expect more from her at that time. But as the president

seemed not indisposed to call I urged him to do so, express in person his gratitude for what she had so recently done, and tell her something of the difficulty we were having in securing the help we needed. He made the call alone, as I did not then know Mrs. Haskell, and I waited for him in the park across the street. We were not asking for buildings and Dr. Harper did not suggest a building to her. It was she who suggested it to him. He was not gone more than twenty minutes before he returned radiant and enthusiastic. The matter of a building as a memorial of her husband had been in her mind and she welcomed the call as an opportunity to talk with him about it and in a quarter of an hour her half-formed purpose crystallized into a contribution for the Haskell Oriental Museum. At the dedication of the building an address was delivered by Rabbi Emil G. Hirsch, who spoke with "eloquence, learning, and deep conviction" on the importance of oriental, and especially of Semitic, studies for the understanding of man's religious capacity and destiny. The prayer of dedication was made by Rev. Dr. W. H. P. Faunce, of New York City.

For nearly thirty years this building was used as the lecture hall of the Divinity School as well as for Museum purposes. In it also was the office of President Harper during the last ten years of his life, and of President Judson from 1906 to 1912.

The early years of the history of the University formed a period of extraordinary interest to those who had charge of its affairs. One manifestation of enlightened liberality was followed by another until they were well-nigh bewildered by these exhibitions of the public favor. Something new, unexpected, surprising, was almost continually coming up. Nothing more gratifying occurred during those early years than the great offering, made by Miss Helen Culver, of Chicago, in 1895, of properties which she estimated at $1,000,000, "the whole gift to be devoted to the increase and spread of knowledge within the field of the Biological Sciences." Miss Culver said:

> Among the motives prompting this gift is the desire to carry out the ideas and to honor the memory of Mr. Charles J. Hull, who was for a considerable time a member of the Board of Trustees of the Old University of Chicago. I think it appropriate therefore to add the condition, that, wherever it is suitable, the name of Mr. Hull shall be used in designation of the buildings erected, and of endowments set apart in accordance with the terms of this gift.

Only a year before this great donation was received, what was originally known as the School of Biology had been divided into the following independent departments: Zoölogy, Anatomy, Neurology, Physiology, Botany, and Paleontology. The need of buildings for these important departments was distressing. It had been recognized from the begin-

ning. It was never absent from President Harper's mind and every effort had been made to supply the need. It was therefore like a sudden flood of light breaking through the clouds of a dark day when unsolicited Miss Culver offered $1,000,000 for buildings and endowments for the Biological departments. A special building committee was at once set to work and plans were quickly prepared for the Hull Biological Laboratories.

The laboratories, as finally built, were four in number, the Zoölogical, the Anatomical, the Physiological, the Botanical, and were located at the north end of the original site of four blocks, midway between University and Ellis avenues. They formed a complete quadrangle. The four laboratories stood on the four corners, Zoölogy on the northeast, Anatomy on the northwest, Physiology on the southwest, and Botany on the southeast. A cloister, constructed of the same material as the laboratories and perfectly lighted by many windows, connected Botany with Zoölogy and Physiology with Anatomy. A covered gateway leading into the quadrangle separated, and at the same time connected, Zoölogy and Anatomy. The four laboratories were thus, in effect, under a single roof. On the south connecting Botany and Physiology was a high iron fence with an ornamental gateway, opposite the imposing north entrance, opening into the general University grounds. The space thus

inclosed by the fence, the laboratories and the cloisters received the name of Hull Court, as the group of buildings was denominated the Hull Biological Laboratories. Were it not for the donor's desire to have the name of Mr. Hull emphasized, the quadrangle itself would long since have been formally designated the Helen Culver Quadrangle and it will be strange if it is not known by this name to posterity.

The cornerstones of the four laboratories were laid July 3, 1896, in connection with the University's Quinquennial Celebration. The laboratories were finished in the spring of 1897, and dedicated on July 2, in connection with the Nineteenth Convocation. A dedicatory address was delivered in Hull Court by Professor William H. Welch, of Johns Hopkins University, on "Biology and Medicine."

In presenting the buildings to the University Miss Culver made a most impressive address, to which President Harper responded with great feeling. In addition to Anatomy, Physiology, Zoölogy, and Botany, the Departments of Pathology and Bacteriology found their homes in the Hull Laboratories, and the work of the medical students was here conducted. It was particularly gratifying to the authorities that these laboratories were built for the sum appropriated—$325,000. The impressive gateway was the gift of the architect Henry Ives Cobb.

A week after the University opened its doors to

students on October 1, 1892, the secretary made the following statement:

The first week has been signalized by a new benefaction, so splendid that it will be forever memorable in the annals of the University. Charles T. Yerkes has arranged to build one of the completest astronomical observatories in the world. When the Old University secured its telescope with an objective eighteen and one-half inches in diameter, it possessed the largest instrument then in existence. Since that time telescopes have been made having objectives of twenty, twenty-three, twenty-four, twenty-five, twenty-six, twenty-seven, twenty-eight, thirty, and thirty-six inches. There seeming, just at this time, to be an opportunity to secure a telescope having an objective of forty inches, President Harper laid the matter before Mr. Yerkes. With that quick and generous liberality which has distinguished the patrons of the University, Mr. Yerkes at once took steps to enable the University to secure this great prize.

It was expected, at the time, that the Observatory would be built as soon as the architect, Mr. Cobb, could prepare the plans. It soon developed, however, that the work could not be hastened. At the outset it was supposed the Observatory would be located in Chicago. But it soon appeared that there were insuperable objections to a city location, the chief one being the smoke of Chicago which so often obscured the sky. Inquiries were therefore begun as to the best location outside the city. An astonishing interest was immediately manifested in many communities to secure the location of the Observatory in their neighborhood. Many offers of land and money were made to

obtain the prize. The question of the location having been referred to Mr. Ryerson and President Harper, they carefully considered the proffers made and the advantages and disadvantages of the various locations suggested. After conferring with eight of the leading astronomers of the country and considering the advantages of the twenty-six locations proposed, the committee recommended and the board selected Lake Geneva, Wisconsin, as the site of the Observatory. John Johnston, Jr., gave some fifty-five acres of land near Williams Bay, a site beautiful for situation, overlooking, from a lofty elevation, almost the entire area of the lake.

The great object glass of the telescope was made by Alvan G. Clark & Sons, of Boston. The telescope was made by Warner & Swasey, of Cleveland, and was exhibited in the World's Fair in Chicago in 1893 in the Manufactures Building. It was not until after long delay that the plans were completed and the building of the Observatory was begun in the spring of 1895. It was this delay that brought the Observatory into the second era of building. Meantime, President Harper had received from William E. Hale, of Chicago, the father of Professor George E. Hale, the following letter:

CHICAGO, June 30, 1894

DEAR SIR:

It gives me pleasure to offer to give to the University of Chicago the astronomical, physical, photographic, and mechanical

equipment of the Kenwood Observatory, to be taken by you where it is now located on Forty-sixth Street, at such time as your Observatory buildings are prepared to receive it.

The equipment consists of a twelve-inch equatorial telescope, with visual lens, and twelve-inch lens for photographic work, including its pier and dome. Also a spectroheliograph and other attachments for solar and stellar observations and photography. Also other physical, electrical, photographic, and astronomical apparatus and fixtures, together with a machine shop for fine mechanical work, all of which I value at thirty thousand dollars.

You are at liberty to use the above apparatus, and the building in which it stands, until such time as your new Observatory is ready to receive it.

Yours very truly,

W. E. Hale

This gift was regarded as a very valuable addition to the facilities and equipment of the plant. The new Observatory was finished in 1897, and formally delivered by Mr. Yerkes to the University, through Mr. Ryerson, the president of the board of trustees, and dedicated on October 21 of that year. Several hundred guests witnessed the ceremonies of dedication.

In addition to the contribution of Mr. Hale, the Observatory and its equipment cost $325,000. Miss Catherine Bruce, of New York, enriched it with a ten-inch photographic telescope with building and dome. Mr. Yerkes crowned his benefactions for it with a bequest for its maintenance.

In 1897–98 the attendance of women students had increased from less than two hundred in 1893 to more

than a thousand. There had come to be a most insistent call for additional residence halls to receive these growing numbers. It was under these circumstances that Mrs. Elizabeth G. Kelly, who had already given $50,000 for a women's hall, once more brought the needed help. On May 17, 1898, Mrs. Kelly sent to the trustees a letter in which she said:

> President Harper and Mr. Goodspeed having called my attention to the great desire of the University to complete the erection of the hall for women between Kelly and Beecher halls, I hereby agree to turn over to the University, for this purpose, securities amounting to $50,000, on the following conditions, viz., The building shall be called Green Hall, in memory of my parents. The University shall pay me five per cent per annum on the said sum of $50,000, viz., $2,500 annually during my life. The University shall place in the hall a memorial tablet bearing the names of my father and mother. At my decease the fund thus contributed is to be the property of the University of Chicago.

Mrs. Kelly's reference to "the hall for women" relates to a movement among the women of the city, inaugurated during the raising of the million dollars in ninety days by the Chicago Woman's Club and participated in by the Fortnightly to raise a fund for a building for women students from a considerable number of subscribers. A number of women contributed to this fund, Mrs. Martin Ryerson, Mr. Ryerson's mother, giving $10,000, and the foundations of the building were put in between Beecher and Kelly when those halls were built. It was to

complete this building, begun six years earlier, that Mrs. Kelly's second contribution was made. The plans for the three halls required that the central section, which was the one to be finished, should be five stories in height, Beecher and Kelly each being four. It also exceeded them in length. Its total cost, including the foundations, laid six years earlier, was $72,000, and Mrs. Kelly in the end very generously provided this entire sum. Green Hall provided a home for sixty-seven women. It was opened to students on January 1, 1899.

The assumption by Mrs. Kelly of the entire cost of Green Hall turned back into the treasury the fund contributed for the building for women students by women of Chicago, and this fund having been wisely invested and the income added to the principal, it had increased in 1924 to a little more than $50,000. A number of the donors to the fund had expressed the hope that the women of the city would make such additional contributions as would erect a worthy building as a memorial to Mrs. Kate Newell Doggett, one of the most public-spirited and highly esteemed women of early Chicago. The fund is a challenge to women to complete an undertaking which women have begun.

This second period of building had covered something more than three and one-half years. It added to the University's material equipment seven buildings. With their furniture, and fully equipped for use, they

represented an expenditure of about $900,000. They were given to the University by its Chicago friends. The money for them had been secured almost without effort. Much of it had been proffered without solicitation, and the rest had been given quite as freely. When this second era of building ended, less than eight years had passed since the breaking of ground for Cobb Hall in November, 1891. The twenty buildings erected during these seven years had cost, with their equipment, more than $2,200,000, all except $100,000 contributed by the friends of the University in Chicago. These seven years included both the first and second building eras of the University. They witnessed an astonishing outpouring of money for the cause of education. They showed in an extraordinary manner the appeal the new University had made to the imagination, the idealism, and the spirit of altruism of Chicago. During these years the benevolence of its people was awakened and developed as never before. Every institution of religion, education, and charity profited by that awakening, and all subsequently found a response to their appeals before unknown. The University helped Chicago to find itself as a city of idealism and benevolence, fired it with the enthusiasm of giving, and opened wider the fountain of wealth flowing in increasing volume to bless the city and the world.

XII

NEW STEPS IN EXPANSION

IN TELLING the story of the early years of the University the narrator is constantly coming upon new things, particularly upon new steps in enlargement. It will be recalled that eight of these, all of them important, had been taken before the work of instruction began. In the present chapter eight further steps in advance will be recounted.

When the University opened, George E. Hale, a young astronomer, was pursuing his scientific work in an observatory his father, William E. Hale, had built and equipped for him in Chicago. President Harper soon found this young astronomical enthusiast, recognized his genius, and secured him as associate professor of Astrophysics, without salary, in the first faculty. Mr. Hale was also director of the Observatory, his own Observatory, and the total expense of the Department of Astronomy with a docent under Mr. Hale was about $1,500 a year. The contributions of Mr. Yerkes, providing the University with the great telescope and the Observatory at Lake Geneva, Wisconsin, changed all this. Although the Observa-

Harper Library and the
Law Building

tory was not ready for use till 1897, five years later, the increase in the staff of the department began without delay, and when the Observatory opened the staff consisted of the director, Mr. Hale, three other professors, one associate professor, two instructors, one associate, and one assistant. There was also an optician, making the staff ten in all. The *Astrophysical Journal* was started. The maintenance of the Observatory required an engineer and other helpers. Distinguished astronomers were engaged. Houses were built at Lake Geneva for the astronomers. The work of the Observatory increased, and its services to the science of astronomy were conspicuous. The University could not withhold the necessary facilities. The inevitable result was that expenditures increased from year to year, till they approximated $65,000 annually. The great contribution of Mr. Yerkes occasioned an expansion of its work requiring the income of an endowment of about $1,400,000 to carry it on. This was the first of the further steps in expansion.

The second step was the inauguration of the policy of publishing departmental journals. President Harper held very strong views as to the desirability of this step. He regarded the establishment of such journals as an essential feature of a true University. His ideal of a university professor was that he should be much more than a teacher of students. He made it understood that this ideal professor would also be an in-

vestigator and a producer. Instruction, research, production, all these were essential.

With these views it is not to be wondered at that he strongly urged from the beginning the starting of departmental journals. His recommendations did not meet with as cordial a response from the trustees as almost always greeted his proposals. Such was the confidence of the trustees in him, that, as a rule, what he proposed they approved. Such was their affection for him that it hurt them to refuse any request he made. When, however, it came to entering into the business of publishing journals they hesitated. But there was something about the president's faith that was peculiarly contagious, and when he urged the great educational value of the undertaking opposition disappeared. The first of these publications was the *Journal of Political Economy* followed almost immediately by the *Journal of Geology*, both appearing in the first half of the first year. Before the end of the first year the *Biblical World*, the *American Journal of Semitic Languages and Literatures* (previously called *Hebraica*), and the *University Extension World* furnished new channels for publication. In 1895 came the *Astrophysical Journal* and the *American Journal of Sociology*. In 1896 the *Botanical Gazette* and the *School Review* appeared and the *University Record* succeeded the *Quarterly Calendar*. At the beginning of 1897 the *American Journal of Theology* was started,

later combining with the *Biblical World* to form the *Journal of Religion*. After 1897 no new journals were added to the list for four years. Then a new period of activity began. The Chicago Institute, which became the School of Education of the University of Chicago in 1901, brought with it a journal which after two changes of name became the *Elementary School Journal*. In 1903 *Modern Philology* appeared, in 1906, *Classical Philology*, and in 1923, the *International Journal of Ethics*.

This work of publication was properly considered by the trustees as a part of the University's educational service. It was never in their minds a business enterprise.

The same thing may be said of the publishing work of the University in general. During the first third of a century of its history the University Press did a large work in the publication of books. The primary aim was to issue books that had an essentially educational value. It was understood that in some cases these books, whose intrinsic value made their publication desirable, would not yield a profit. If they were of educational and scientific value, the fact that they might not pay the expense of publishing did not shut them out from favorable consideration. It is not to be understood that the books published by the University Press were never financially profitable. Very many were profitable ventures. But they were not

always so and were not always expected to be. They were books worth printing and were a part of the educational service of the University to the world. The books and pamphlets published during the first third of a century numbered about 1,000, of which 820 were still in print, living books at the end of that period.

The University Bookstore was a part of the work of the Press and a very useful part of it. It grew into a large store, providing a multitude of things needed by students.

One kind of expansion that was more or less continuous was the increase in the number of departments and lectureships. In 1900 Practical Sociology was developing in the Divinity School. In 1903 and 1904 Psychology was erected into a department, the Department of Household Administration was organized, and about the same time the Department of Geography. In 1904 Mrs. Caroline E. Haskell endowed with $20,000 each, two lectureships, the Haskell and the Barrows, and in 1915 Mr. and Mrs. Jesse L. Rosenberger provided the Nathaniel Colver Lectureship and Publication Fund.

The great contributions of Miss Culver opened the way for new steps in advance. These led to the building of the biological laboratories, the establishment of the Department of Paleontology, and the increase of the number of instructors in the Biological departments between 1895 and 1901 from sixteen to thirty-

four. The funds provided had not, indeed, endowed all these departments. The expansion had far exceeded the provision for it. But in the end the munificence of Mr. Rockefeller made this great step only a natural part of an orderly and triumphant progress.

Another interesting story which one wishes he had space to tell as it ought to be told is that of University College. It was begun in a small way in 1898, and Mrs. Emmons Blaine, who was the daughter of the elder Cyrus H. McCormick, contributed $5,000 a year for seven or eight years to sustain it. It was organized as the University of Chicago College for Teachers, and conducted its classes in the business center. The University Extension class work in the city soon became a part of it and after 1900 it was known as University College. It was a real college and offered all who desired a college education and could not go to the University quadrangles for it opportunity to secure it in afternoon, evening, and Saturday classes. The instructors gave in it the same courses they taught in the University. The courses were the same in amount and quality of work as other University courses and were fully credited toward University degrees. It met a pronounced need and grew from year to year. In 1915–16 the attendance exceeded 1,400 eager students, and in 1923–24 it reached 3,143.

We come now to a very great step in expansion—

the establishment of the School of Education, one of the most important ever taken by the University. In 1901 the Chicago Institute, a training school for teachers established by Mrs. Emmons Blaine in the North Division of Chicago, became the School of Education of the University of Chicago. Through the enlightened liberality of Mrs. Blaine the School and about $1,000,000 in property and funds were committed to the University. Eventually the University Elementary Schools, the South Side Academy, and the Chicago Manual Training School, which, founded and sustained for fourteen years by the Commercial Club, had been placed in the hands of the University by its trustees; these three primary and secondary schools together with the Chicago Institute made up the School of Education. Mrs. J. Y. Scammon made a contribution of land, and the buildings of the School, the Emmons Blaine and Belfield halls, were erected on the Scammon homestead on the Midway Plaisance in 1904. There was gathered within the School of Education a complete school system—a kindergarten, an elementary school, a high school, a college, and a graduate department. The high school, the elementary school, and the kindergarten were the laboratories of the College of Education. The budget of the School the first year after the combination was $107,000. In 1923–24 its attendance of students had so increased as to number in the College 1,675, and the

budget of expenditures was $432,575. These figures will indicate how great a step in expansion was involved in its establishment.

Perhaps nothing was nearer President Harper's heart than the desire to develop a great Medical School in connection with the University. He was never more urgent in his Convocation statements than when pleading for an endowment for medical education as "the greatest piece of work which still remains to be done for the cause of education in the city of Chicago." He was so anxious to make a beginning in medical education that in 1898 an affiliation was entered into with Rush Medical College, and when in April, 1901, the trustees of Rush requested the University to receive the two lower classes of Rush as students of the University, doing the work of these two years in its laboratories, the University trustees agreed to take this important step if $50,000 could be secured "with which to provide for initial expenses necessarily connected with such work." For this sum, application was made to Mr. Rockefeller, who consented that the sum required should be taken from his 1895 subscription. This arrangement took effect October 1, 1901, and was carried on continuously from that time.

The expenditures of the first year in the new department, in addition to the $50,000 for the initial equipment, amounted to $41,000, but soon increased

to above $50,000 a year. This was the limit of expansion in Medicine during the life of President Harper, but it only began the story. The continuation of the story, so far as that developed in the first third of a century, will find its place on a later page. It will there appear that these modest beginnings in Medicine prepared the way for the greatest of all the University's steps in expansion. The advance steps in this second period, as in the first, crowded one upon the other. The Medical Courses had hardly been begun before the final steps were being taken for the establishment of the Law School. Of course that School had been a part of the president's original plan. When he had waited for it ten years he felt that he had waited a very long time indeed. On the recommendation of the president, the trustees, January 21, 1902, voted:

1. That Mr. Rockefeller be requested to consider the advisability of giving to the University the sum of fifty thousand dollars for the purchase of a law library: and if he shall consent, that—

2. The president be authorized to proceed to organize the University School of Law, to be open for instruction October 1, 1902.

Mr. Rockefeller readily agreed that $50,000 of his two-million-dollar gift of October 30, 1895, should be used for "the purchase of a law library and the organization of a University School of Law." A high standard of admission was set, to quote President

Harper, "three years in advance of those of any other school west of New York" at that time. The library was bought, professors secured, and the School opened October 1, 1902, just ten years after the opening of the University. The number of students the first year was seventy-eight. The attendance increased regularly. A building was erected and was occupied at the opening of the Spring Quarter, 1904. I am not writing a history of the Law School, but merely calling attention to it as one of the University's steps in expansion. It has had a most successful and useful history. Able men have filled its professorships. Its graduates have made an honorable record. The School has had a part in raising the standards of admission and thus improving the quality of law-school graduates. It is justly proud of the number of its alumni who have become professors in other schools of law. Its attendance of students rose to 466 in 1924 and its budget of expenses to about $80,000.

I have spoken of the great importance attached to the early enlargement of the original campus from three blocks to four. In subsequent years, as the need arose, additional lots were added. In 1898 Mr. Rockefeller and Mr. Field united in adding to the site the two blocks north of the central quadrangles, to be used for athletic purposes, later officially named Stagg Field in honor of A. Alonzo Stagg, for so many years the beloved director of Athletics.

Meantime Mr. Rockefeller, looking far into the future, and anticipating the continued development of the institution he had founded, entered upon a series of transactions fairly bewildering in their promise of future University development. He instructed Major H. A. Rust, the University business manager, to begin to purchase for him lands in any and all the blocks fronting south on the Midway Plaisance for a distance of about three-quarters of a mile, from Washington Park on the west to Dorchester Avenue on the east. When in 1903 Wallace Heckman became business manager, the commission to continue these purchases of land was transferred to him and was so industriously executed by him that in the end the University found itself in possession, lacking perhaps 400 feet front on side streets, of the entire ten blocks from Washington Park to Dorchester Avenue, including the whole of the Midway front. There were many dwelling and apartment houses on these blocks, but all were purchased and deeded to the University. The total cost to Mr. Rockefeller of these purchases north of the Midway was $1,647,000.

But this was not all. Mr. Rockefeller seems to have determined, while he was about it, so to enlarge the University grounds as to make provision for any possible future expansion. Mr. Heckman, therefore, was encouraged to transfer his purchasing activities to the blocks fronting on the Midway Plaisance

along its southern boundary. He pushed the good work so successfully that in a few years he had secured the Midway front on the south for the entire distance covered by the holdings on the north side, about three-quarters of a mile. When these lands south of the Plaisance were all turned over to the University, it was found that these extraordinary purchases north and south of the Midway Plaisance had, together, cost Mr. Rockefeller $3,229,775. This was a step in expansion taken by the Founder himself on his own initiative. Although there was among the trustees more or less knowledge of what he was having done, no one had any positive assurance that the purchased blocks would be given to the University. They were purchased for Mr. Rockefeller. They belonged to him to do with as he pleased. The University did not ask him for them. The purchases and the successive gifts were his own acts. When these purchases were added to the University grounds the new Chicago campus was found to comprise a hundred acres, divided in the center by the park of the Midway Plaisance.

This concludes the story of the various steps in expansion taken during the first third of a century of the history of the University, excepting only the progressive development of the great Medical School plans. In an advance movement unparalleled in educational annals, they developed the proposed college

of 1890 into the University of 1924. Almost every year witnessed a new and long step in advance in that well-nigh miraculous development which in this brief period placed the University in the front rank of the world's institutions of learning.

XIII

SOME INTERESTING BUILDINGS

THE year 1901 will always be remembered in the annals of the University as the year of the Decennial Celebration. Nothing in the history of that year stands out more prominently than the fact that it introduced another great era of building.

Ellis Hall, standing on the southwest corner of Ellis Avenue and Fifty-eighth Street, a temporary brick, one-story structure with a flat roof, covering 20,000 square feet and having thirty large rooms, was the first building completed. It was built primarily for the School of Education. It was needed in a hurry. The contract was let August 9, 1901, and on October 1 the completed building was occupied by the new School. It cost $25,000 and did not add to the architectural beauty of the quadrangles, but for a quarter of a century it served many useful purposes.

The next two buildings were provided by the bounty of Mr. Rockefeller. Finding that the University, which had adapted various makeshifts to supply its buildings with heat, was in the most dis-

tressing need of a heat, light, and power plant, he sent his own engineer to Chicago and through him, at a cost of $445,000, built the great plant running north of Fifty-eighth Street on the west side of the alley between Ellis and Ingleside avenues. When finally completed, it covered an area of 17,000 square feet, the great smokestack rising 175 feet into the air.

For many years the University Press was housed in the temporary gymnasium and library building. Its quarters were dark, cramped, and wholly inadequate. If they had been called a disgrace to the University there would have been no adequate answer. As the University grew and the demands on the Press increased these quarters became more and more impossible. Once more, therefore, Mr. Rockefeller came to the relief of the sorely pressed trustees, and provided the funds for what was known as the University Press Building. It was located on the northwest corner of Ellis Avenue and Fifty-eighth Street. As Mr. Rockefeller was to be at the University during the Decennial Celebration, the foundations were prepared for the laying of the cornerstone at that time. The ceremony took place on June 15 in the presence of a large attendance of spectators. The building was finished and occupied October 1, 1902. It was built of red pressed brick, four stories in height, with a front on Ellis Avenue of 140 feet, and it cost $105,852. It furnished classrooms for the Law School for two

The Tower Group

years, offices for the auditor, registrar, secretary of the board, and superintendent of Buildings and Grounds for many years, and for ten years housed the general library. On the first floor the Press conducted the bookstore until that growing concern found larger quarters in Ellis Hall and was replaced by the Information Office and the Faculty Exchange, or post-office.

In 1900 Mrs. Charles Hitchcock gave the University, on an annuity basis, $200,000, of which $150,000 was designated for the erection of a dormitory for young men as a memorial of her husband, who had been a prominent Chicago lawyer. He had been the president of the convention of 1869–70 which framed the present state constitution of Illinois. The plans for the Charles Hitchcock Hall were prepared by Architect D. H. Perkins. The cornerstone was laid by Mrs. Hitchcock, June 15, 1901. The hall was completed and occupied by students October 1, 1902. It was the largest of the residence halls, having, not only rooms for ninety-three students, but a clubroom, infirmary, breakfast room, and a large and attractive library room. A cloister running along the south front united the five divisions and gave unity to the whole. The building was at the northwest corner of the original site, looking north on Fifty-seventh Street.

The cornerstones of six buildings were laid during the Decennial Celebration of June, 1901. It was at

this time that Dean George Vincent said in one of his speeches that the makers of the program for the Celebration had evidently been controlled by this principle: "When in doubt lay a cornerstone." Four of these cornerstones were laid on June 18, the last day of the Celebration. These represented the four buildings on the southwest corner of Fifty-seventh Street and University Avenue, known as the Tower Group—Hutchinson Hall, Mitchell Tower, Reynolds Club House, and Mandel Assembly Hall. The funds for this noble group were provided by Charles L. Hutchinson, John J. Mitchell, Harold F. McCormick, Leon Mandel, Mr. Rockefeller, and the estate of Joseph Reynolds.

The Mitchell Tower was made the central feature of the group. It was modeled after the famous Magdalen Tower of Oxford. To Oxford also the architect, Charles A. Coolidge, went for the plan of the dining-hall, finding the original in the dining-hall of Christ Church. In the grouping of the four buildings Hutchinson Hall was placed west of the Tower along Fifty-seventh Street. East of the Tower and running south on University Avenue was the Reynolds Club House. The entrance through the Tower led to a cloister twenty feet wide extending along the west side of the Club House and leading to Mandel Assembly Hall, which was the southern building of the group. The Tower gave entrance to the Commons, and the

cloister to the Commons Café and the Club House, as well as to Mandel Hall. Two doors also connected the cloister with Hutchinson Court. Mandel Hall opened on the street and on the court at both front and rear, giving ample entrances and exits. The formal opening of the Group took place December 22, 1903, though the various buildings had been occupied in the preceding October. The cost of the entire group was $424,000. The University never expended money more profitably than in the erection of this beautiful group of buildings. In the Tower were installed the Alice Freeman Palmer Chimes. In the great hall of Hutchinson were hung portraits of the Founder, presidents, and others. There the men students took their meals, Convocation receptions were held, alumni banquets, football feasts, and other festivities took place, making it a center of University social life. Reynolds was the center of the social life of the men students, while Mandel with its concerts, dramatic performances, lectures, educational conferences, oratorical contests, intercollegiate debates, athletic mass-meetings, daily chapel assemblies, Sunday preaching services, Convocations, and other assemblies was a place of multiplied interests.

While the Tower Group was going up another interesting building was provided. The gymnasium was made possible by the contribution of $150,000 from A. C. Bartlett, a member of the board of trustees.

Mr. Bartlett had lost his well-loved younger son in July, 1900, and, desiring to build a memorial of his boy, who, at the time of his death, was a student in Harvard, he made this large donation for the erection of the Frank Dickinson Bartlett Gymnasium. It was located on University Avenue north of Fifty-seventh Street, opening to the east on the avenue and to the west on the athletic field. The cornerstone was laid on Thanksgiving Day, November 28, 1901, in the presence of a crowd of enthusiastic students. The dedication took place January 29, 1904. The building cost $238,000. The memorial window, given by J. G. Hibbard, over the front entrance, representing the crowning of Ivanhoe by Rowena, and the mural painting in the entrance picturing athletic contests were attractive features.

On the wall above the door facing the front entrance was a shield bearing the following inscription:

Litterae Vires Scientia
TO
THE ADVANCEMENT OF
PHYSICAL EDUCATION
AND
THE GLORY OF MANLY SPORTS
THIS GYMNASIUM IS DEDICATED
TO THE MEMORY OF
FRANK DICKINSON BARTLETT
A.D. 1880–1900

This shield and inscription and the mural painting of which they were the central features were the work of Frank Bartlett's brother, Frederic C. Bartlett.

The Law Building of the University does not bear the name of any donor. It waits a contribution from someone who has the honorable ambition of connecting his name with the Law School and the University. That the School should have a building was taken for granted, but no one being found to supply the funds, Mr. Rockefeller advanced them until some patron should appear who would pay for the building and give it a name. The University is still looking for such a patron.

The Law Building had the great distinction of bringing to the University President Theodore Roosevelt to lay its cornerstone. On the day of that ceremony a special Convocation was held and the degree of Doctor of Laws was conferred on the illustrious guest. The day was April 2, 1903, a red-letter day in the history of the University. Mr. Roosevelt said in the course of his address:

> We need to produce, not genius, not brilliancy, but the homely, commonplace, elemental virtues. . . . . Brilliancy and genius? Yes, if we can have them in addition to the other virtues. . . . . You need honesty, you need courage, and you need common sense. Above all you need them in the work to be done in the building the cornerstone of which we have laid today, the Law School out of which are to come the men who at the bar and on the bench make and construe, and in construing make the laws of

this country; the men who must teach by their actions to all our people that this is in fact essentially a government of orderly liberty under the law.

The Law Building was finished and occupied at the opening of the Spring Quarter, 1904. Its cost was $248,653. It was three stories high, 175 feet long, and 80 feet wide, built like the other buildings of Bedford stone in the English Gothic style of architecture. It was designed by Shepley, Rutan & Coolidge.

The first permanent building of the School of Education was a part of the great contribution of Mrs. Emmons Blaine. The plans were made by the architect, James Gamble Rogers. The building was finished and occupied in October, 1903. It cost $394,500. In January, 1904, it was named Emmons Blaine Hall in memory of Mrs. Blaine's deceased husband, Emmons Blaine, son of Hon. James G. Blaine. The dedication of the building, delayed until May 1, 1904, was celebrated with elaborate ceremonies continuing through two days. The hall covered the entire Fifty-ninth Street front of the block between Kimbark and Kenwood avenues, and, with its wings, extended 160 feet north on both these avenues. The main building was designed to give the best possible accommodations for the College for Teachers, the Elementary School, and the Kindergarten, laboratory schools for the College.

The plan of organization of the School of Educa-

tion made the Chicago Manual Training School and the South Side Academy constituent parts of it and contemplated the union of these schools into the University High School. A building was needed therefore for the High School, and plans for it were made.

The cornerstone was laid with much ceremony in connection with the June, 1903, Convocation, and the building was finished in May, 1904, and was dedicated at the same time as Emmons Blaine Hall. In the dedicatory exercises the Commercial Club of Chicago, which founded the Manual Training School, was officially represented by Mr. A. C. Bartlett, who made an address on behalf of the Club. The cost of the building was $220,000 and was defrayed almost entirely by the proceeds of the sale of the old Manual Training School property on Michigan Avenue and Twelfth Street. The new building was named Belfield Hall in honor of H. H. Belfield, who was principal of the Chicago Manual Training School from its establishment in 1882 until it became the University High School in 1903, and who continued as a dean of that School until his retirement in 1908, a period of twenty-six years.

Belfield Hall was located north of Emmons Blaine Hall and extended across the middle of the block, fronting on both Kenwood and Kimbark avenues. The three-story structures on these avenues were connected by the one-story shops devoted to manual

training, making a single building four hundred feet in length, along the entire south side of which ran a wide corridor giving convenient access to all the rooms of the first floor. The High School soon outgrew even this large building and compelled the transformation of a large adjacent apartment building on Kimbark Avenue into recitation rooms.

When in October, 1902, the University adopted what was popularly known as the policy of segregation, in accordance with which the men and women students of the Junior Colleges were to meet in separate classes, two buildings were needed for the two sexes. Ellis Hall was assigned to the Junior College men and another temporary building was erected for the Junior College women. It was located on the east side of Lexington, now University Avenue, midway between Fifty-eighth and Fifty-ninth streets, and was named Lexington Hall. It was built of pressed brick and made a better appearance than Ellis Hall. It contained fourteen recitation rooms, a library room, a large luncheon room, a rest room, executive offices, and cloak rooms. The Young Women's Christian League and other organizations of women students were assigned rooms in the building. Connected with the main structure was a women's gymnasium. Lexington Hall was built during the winter of 1902–3 and was occupied in the Spring Quarter of 1903.

The thirteen buildings of the period here under re-

view cost $2,313,000, a sum considerably in excess of that of the first two eras of building combined. They added immensely to the external equipment of the University, making that equipment, not entirely, but more nearly commensurate with its needs. The architectural plan, which had been looked upon as a dream of enthusiasts that might be realized in a hundred years perhaps, was actually materializing in enduring stone before men's eyes, and nothing any longer seemed impossible.

XIV

SOME IMPORTANT EVENTS

IN THE course of this narrative the story of many important events in the history of the University has been told. There are, however, others which are so essential a part of that history as to demand attention and for which no place has yet been found. Events so crowded upon each other in the history of the University, the historical material is so superabundant, that it has been necessary to make careful selection, and, passing by many events that might be of interest, direct attention to those that touched most vitally the life of the institution.

The first of these occurred in the first year. The professors, strangers to one another and feeling the need of better acquaintance and closer fellowship, got together and organized in 1893 the Quadrangle Club. Its first president was Harry Pratt Judson, later president of the University. The first clubhouse was built on the southeast corner of University Avenue and Fifty-eighth Street and was finished and occupied in the spring of 1896. On Christmas morning of that year it was practically destroyed by fire. A new build-

ing, nearly or quite twice the size of the old one, was begun at once and was ready for occupancy within six months.

The constitution of the Club stated that it was "instituted for the association of members of the faculties of the University of Chicago and other persons interested in Literature, Science, or Art." This purpose of acquaintance and fellowship it accomplished with very large success. It is not too much to say that it was to the Quadrangle Club that the University largely owed the extraordinary spirit of unity and fellowship that prevailed between schools, departments, professors, officers of administration, trustees, and alumni. The Club gave to its members the advantages of tennis courts, a reading-room, dining-room, billiard-room, living-rooms, and committee rooms, with entertainments of many kinds. In 1916 the Club made an arrangement in accordance with which its property passed into the possession of the University, and in 1922–23 a larger and finer club-house was built on the southeast corner of University Avenue and Fifty-seventh Street. In this new home the Quadrangle Club, with greatly improved facilities, promised to occupy a place of increasing usefulness and power in the developing life of the University.

The next important event not hitherto considered was the institution of the Summer Quarter. Few things so interesting, or so extraordinary in results,

occurred during the early history of the University. It was an absolutely new thing in universities. There was only one Summer Quarter anywhere, that of the University of Chicago. The University year consisted of four quarters, summer, autumn, winter, spring, of eleven or twelve weeks each. Thus the Summer Quarter was not a summer school, but a University quarter, during which the University was in regular session, with a full corps of instructors in all departments, and with students doing their regular work, from the Freshman just entering the Junior College up through all grades and all departments to the man doing the most advanced work and earning at the end of it his degree as a Doctor of Philosophy. In 1892 such a Summer Quarter was wholly unknown. Its incorporation into the plan of organization of a university was an unheard-of innovation. To institute it would be a new experiment in university education. This was done in the summer of 1894, the first quarter of the University's third year. From the first it was inspiringly successful. One of the surprises of its development was the great and annually increasing number of graduate students it attracted. There was no Summer Quarter in University College, the down-town department. But because of its attraction for graduate students, this quarter, in the quadrangles, came to be the great quarter of the year, drawing to the University every summer more than

4,000 men and women studying for higher degrees. In this first third of a century the total attendance of graduates and undergraduates rose to about 6,500 every summer.

With the four-quarter system of which it was the heart, the Summer Quarter was the greatest inspiration of President Harper's educational plan. It not only gave to capable students the chance to take a complete college course in three years, but it also gave the opportunity to ministers, professors in universities, colleges, and normal schools, teachers in high schools, academies, and elementary schools, to continue their studies in a university during one of its regular sessions when all its activities were in operation and courses of instruction were offered which met the needs of the most advanced students. The service of the Summer Quarter to this great class was inestimable. It enlarged mental horizons, it quickened intellectual pulses, it refreshed and enriched minds, it reformed methods of teaching, it kindled ambition for further progress, and sent preachers and teachers back to their churches and classrooms with enlarged resources, filled with new ideas about their work, their minds fertile in new plans, and in many ways equipped for increased efficiency.

For the first seven years the Summer Quarter opened July 1 and continued till September 22. As this left no vacation period, the calendar, after 1900,

was so changed that the opening of the quarter was carried back to the middle of June and it was made to end with the close of August, three weeks earlier than before. This change, providing the whole of September for a vacation, greatly increased the value and attractiveness of the quarter. The second term of the quarter showed a greatly increased attendance.

The authorities gave constant study to methods of increasing the value of the Summer Quarter to students. Increasing numbers of eminent instructors from other universities were employed. The number of courses of study multiplied. Public lectures, sometimes numbering 200, were given covering many departments of learning, and were open without charge to all students and to the public.

In July, 1896, the first anniversary celebration of the University was held—the Quinquennial. Haskell Oriental Museum was dedicated, the cornerstones of the four Hull Biological Laboratories were laid. On July 4, the national colors were presented to the University by the First Regiment of Infantry of the Illinois National Guard and an oration was delivered by Professor Bernard Moses of the University of California on "The Condition and Prospects of Democracy." On the final day of celebration, Sunday, July 5, sermons were preached by Dr. George Adam Smith, of Glasgow, Scotland, and Dr. W. H. P. Faunce, of New York, in the Convocation tent.

But perhaps that which made the Quinquennial Celebration most interesting to the University was the presence of the Founder. Mr. Rockefeller had never before visited the institution. The students sang with great enthusiasm: "John D. Rockefeller, wonderful man is he, Gives all his spare change to the U. of C.," and they were anxious to see his face. He was given a great reception, and by his modest demeanor, affable manner, and evident enjoyment of the celebration won all hearts. The Convocation was held in a large tent pitched in the central quadrangle. Responding to congratulatory addresses, Mr. Rockefeller made an address, in the course of which he said:

> I want to thank your board of trustees, your president, and all who have shared in this most wonderful beginning. It is but a beginning, and you are going on; you have the privilege to complete it, you and your sons and daughters. I believe in the work. It is the best investment I ever made in my life. Why shouldn't people give to the University of Chicago money, time, their best efforts? Why not? It is the grandest opportunity ever presented. Where were gathered, ever, a better board of trustees, a better faculty? I am profoundly, profoundly thankful that I had anything to do with this affair. The good Lord gave me the money, and how could I withhold it from Chicago?

Sunday religious services were a part of the University program from the beginning. With no fitting assembly hall they were sustained under adverse conditions. With Mandel Hall in prospect, however, came a change. An appropriation of $4,000 a year

was placed in the budget to enable the University to engage the services of the most distinguished preachers of all denominations, who should reside at the University one, two, three, or four weeks, speaking on week days at the chapel assemblies, preaching on Sunday, and consulting at definite hours with any of the students who wished to talk with them. These eminent men became known as the University Preachers. The University Preacher grew to be so much a part of the University life and so useful a part that he came to be regarded as an essential part of it.

In June, 1901, the University commemorated its tenth anniversary. The laying of the cornerstones of Hitchcock, the Press Building, and the Tower Group, the dedication of the addition to Foster, and the formal opening of the School of Education were a part of this Decennial Celebration. One of the student contributions to the interest of the celebration was the presentation in the open air, north of Haskell, on the site of the Theology Building (which is going up as this is written) of *As You Like It*, which was so well done as to call for a second presentation. Another was the gift by the "decennial class" of a bronze tablet showing a likeness of Stephen A. Douglas, who gave the site of the earlier University. This tablet was later placed on the wall of the cloister of the Tower Group. Educational conferences were held, and there were many lectures, sermons, and addresses.

The Decennial like the Quinquennial was made memorable by the presence of Mr. Rockefeller. This was the second, and as it proved the last, visit of the Founder. The Convocation was held in a great tent in the middle of the central quadrangle. Following the other speakers, Mr. Rockefeller spoke. He congratulated the University, spoke sympathetically and wisely to the students, and concluded as follows:

Citizens of Chicago, it affords me great pleasure to say to you that your kindly interest in, and generous support of this University have been of the greatest encouragement to all those interested in its welfare, and have also stimulated others to contribute to its advancement. It is possible for you to make this University an increasing power for good, not only for the city of Chicago, but for our entire country, and indeed the whole world.

The success of the University of Chicago is assured, and we are here today rejoicing in that success. All praise to Chicago! Long may she live, to foster and develop this sturdy representative of her enterprise and public spirit!

Far and away the most important event connected with the celebration of the tenth anniversary was the issuing by the University Press of the Decennial Publications. President Harper felt that there could be no more appropriate way of celebrating the anniversary of a University than the production and publication of books by its scholars. At the outset it was proposed to publish three volumes. But in the end these increased to ten quarto volumes, which were equivalent to twenty octavo volumes of five hundred pages

each, and eighteen other octavos, making the total number, if all had been in octavo, thirty-eight, and involving an expense of above $50,000.

It was not expected that the Decennial Publications would return a financial profit. They did not. A very large number of volumes were distributed gratuitously among the libraries of the world. But it should be added that thousands were also sold. A number of books went to several editions. More than half the expenditure involved was returned from the sale of the publications, and this sale had not ceased at the end of the first third of a century. The Decennial Publications contained the work of eighty-one contributors. President Harper said of them:

> It is safe to say that no series of scientific publications so comprehensive in its scope and of so great a magnitude has ever been issued at any one time by any learned society or institution, or by private enterprise.

There was one great tragedy in these early years of the University—the death of President Harper. In 1903, with no suspicion of the nature of his trouble, his friends began to see that his labors were wearing on him and persuaded him to go abroad for rest. He was absent from the University fifteen weeks. On his return he made a written report of extraordinary activities in the interest of the University, which had taken him to London, Berlin, and Constantinople. He had spent five weeks in rest and ten in arduous

service. Quite unconscious himself of his hidden malady he wondered why his sense of weariness continued. In January, 1904, the trustees gave him six months' leave of absence which he did not take. On March 1 he underwent a serious operation for appendicitis from which he made a quick recovery and presided on March 18 at the president's dinner to official guests of the Fiftieth Convocation, at the Quadrangle Club. Hopes of his recovery, however, were disappointed. About the middle of the year, 1904, he sent for Major Rust and me and said to us: "I have asked you to come to say to you that I have today received my death sentence from my physicians. They have discovered that my trouble is internal cancer." Thus a year and a half before his death he knew what was before him. Every means of relief was tried in vain.

The story of the heroism of those eighteen months is well known. He labored to the last. In February and March, 1905, four new books from his pen appeared—*The Trend in Higher Education;* a revised and enlarged edition of *The Priestly Element in the Old Testament; The Structure of the Text of the Book of Hosea*, and the *Commentary on Amos and Hosea.* He continued to meet with trustees regularly until August 29, 1905, and to preside at most of the quarterly Convocations up to and including that of September 1, 1905. In the autumn of that year he published an-

other book: *The Prophetic Element in the Old Testament.* In December, the last month of his life, he began to prepare the quarterly statement for the January Convocation, but was able to make a beginning only. This fragment contained about seven hundred words and was printed in the *University Record* of January, 1906. President Harper died on January 10, 1906, in the fiftieth year of his age and the fifteenth of his presidency.

Rarely has a man met death in so serene a spirit. It did not come as a surprise. In consultation with Dr. Judson he prepared in full detail the program for his funeral. It was like him to request that except the half-day of the funeral "all University regular exercises be continued." It fell to me as secretary of the board to call on him a day or two before his death to tell him of the business transacted by the trustees at a meeting they had just held, in which he was much interested. Some foolish statements that have been made as to Dr. Harper's religious experiences during the closing days of his life lead to the relation of the following part of this interview. He introduced the subject of his death, then so imminent, and said, in answer to a question, that his "faith was infinitely stronger and sweeter than ever before" and repeated twice over "infinitely, infinitely," with a depth of feeling his hearer can never forget. The only thing that seemed to be troubling him was the question

whether there was anything more he could do for certain members of the University whom he named. So, seeking to the last to do some service to others, "passed the great heroic soul away." It was the end of an era in the University's life.

XV

PROGRESS UNDER PRESIDENT JUDSON

AT THE time of President Harper's death Dr. Harry Pratt Judson was performing the president's duties. Dr. Judson had been one of the men summoned to the president's assistance in the summer of 1892 to assist in the general work of organizing the University. He had exhibited such practical wisdom, such organizing skill, and such genius for administration that as dean of the faculties he had from the beginning been the second officer in the University. When the president was absent Dean Judson performed his duties. If a proposed policy was questioned he was called in to advise with the trustees. When the first foreshadowings of President Harper's illness sent him abroad for rest in 1903, Dr. Judson was "requested" by the trustees "to assume the responsibilities of the president's office during President Harper's absence." In 1904 and 1905, whenever the president could not do so, Dr. Judson attended the board meetings in his place and presided at faculty meetings and Convocations. During the closing months of 1905 he was virtually president of the University. When in

President Harry Pratt Judson

December President Harper wrote to the trustees that he was at last ready to accept the six months' vacation they had been pressing on him for two years, he recommended that, "as usual," during his absence the administration be placed in the hands of Dr. Judson. This was done as a matter of course. Ten days after the death of President Harper the trustees appointed Dr. Judson "acting president to serve until the appointment of a permanent president."

No committee on the nomination of a president was appointed for more than a year. Meantime the work went on with increasing prosperity. The attendance of students in the Summer Quarter of 1906 was greater than ever before. The Nominating Committee was finally appointed February 15, 1907. The Committee had a number of eminent men suggested to it. But Dr. Judson had conducted the affairs of the University with such wisdom, ability, and success that his election was a logical necessity of the situation. One week after its appointment the committee submitted the following report:

> Your committee appointed to nominate a president of the University respectfully report: That the committee heartily and unanimously recommend to the board that Mr. Harry Pratt Judson, now acting president, be elected president of the University.

The recommendation was unanimously adopted and Dr. Judson having been called into the board room

made a brief address accepting the position. Thus simply was the great question settled and the University once more had a president. The installation of the new president took place in connection with the Sixty-second Convocation on March 19, 1907. In accordance with his earnest request there were no elaborate ceremonies, only a simple announcement of his election by Mr. Ryerson, president of the board of trustees, as simple an acceptance on his part, and President Judson quietly entered upon his great duties.

He conceived the first of these duties to be to bring the finances under complete control and end the struggle with the annual expenditures deficit by overcoming it. It required a high quality of courage, but this President Judson possessed. He displayed it so conspicuously as to call forth from the Founder an unparalleled succession of contributions. These included great gifts for current expenses, lands, buildings, and endowments. In 1906 and 1907, Mr. Rockefeller provided for the estimated deficits of those years. In January of 1906 he gave $1,100,000 for endowment, and in December of the same year he contributed $2,700,000 to the permanent endowment funds. On December 30, 1907, he made another endowment contribution of $1,400,000 and in January, 1909, still another for the same purpose of $862,125. It is not to be wondered at that with such extraordinary offer-

ings the annual deficits of fifteen years were brought to an end. But this does not tell half the story. It was during these years that Mr. Rockefeller gave to the University the lands fronting north and south on the Midway Plaisance extending east from Washington Park and, with the grounds before owned, giving the institution a frontage of ten blocks on both sides of the Plaisance. This gift of land, enlarging the original site to about one hundred acres, as already told, had cost the donor $3,229,775. Then came in 1910 what is known as Mr. Rockefeller's final gift of $10,000,000. The reader will want to see the letter of gift, which was as follows:

26 Broadway, New York
December 13, 1910

To the President and Trustees of the University of Chicago:

Dear Sirs: I have this day caused to be set aside for the University of Chicago from the funds of the General Education Board which are subject to my disposition, income-bearing securities of the present market value of approximately ten million dollars ($10,000,000), the same to be delivered to the University in ten equal annual instalments beginning January 1, 1911, each instalment to bear income to the University from the date of such delivery only. A list of these securities is appended. In a separate letter of even date my wishes regarding the investment and uses of the fund are more specifically expressed.

It is far better that the University be supported and enlarged by the gifts of many than by those of a single donor. This I have recognized from the beginning, and, accordingly, have sought to

assist you in enlisting the interest and securing the contributions of many others, and at times by aiding you by means of unconditional gifts to make the University as widely useful, worthy and attractive as possible. Most heartily do I recognize and rejoice in the generous response of the citizens of Chicago and the West. Their contributions to the resources of the University have been, I believe, more than seven million dollars. It might perhaps be difficult to find a parallel to generosity so large and so widely distributed as this exercised in behalf of an institution so recently founded. I desire to express my appreciation also of the extraordinary wisdom and fidelity which you, as president and trustees, have shown in conducting the affairs of the University. In the multitude of students so quickly gathered, in the high character of the instruction, in the variety and extent of original research, in the valuable contributions to human knowledge, in the uplifting influence of the University as a whole upon education throughout the West, my highest hopes have been far exceeded.

It is these considerations, with others, that move me to sum up in a single and final gift, distributing its payments over a period of many years to come, such further contributions as I have purposed to make to the University. The sum I now give is intended to make provision, with such gifts as may reasonably be expected from others, for such added buildings, equipment, and endowment as the departments thus far established will need. This gift completes the task which I have set before myself. The founding and support of new departments, or the development of the varied and alluring fields of applied science, including medicine, I leave to the wisdom of the trustees, as funds may be furnished for these purposes by other friends of the University.

In making an end to my gifts to the University, as I now do, and in withdrawing from the board of trustees my personal representatives, whose resignations I inclose, I am acting on an early and permanent conviction that this great institution, being the

property of the people, should be controlled, conducted, and supported by the people, in whose generous efforts for its upbuilding I have been permitted simply to co-operate; and I could wish to consecrate anew to the great cause of education the funds which I have given, if that were possible; to present the institution a second time, in so far as I have aided in founding it, to the people of Chicago and the West; and to express my hope that under their management and with their generous support, the University may be an increasing blessing to them, to their children, and to future generations.

Very truly yours,

JOHN D. ROCKEFELLER

In the letter of designation Mr. Rockefeller said:

It is my desire that at least the sum of one million five hundred thousand dollars ($1,500,000) be used for the erection and furnishing of a University Chapel. As the spirit of religion should penetrate and control the University, so that building which represents religion ought to be the central and dominant feature of the University group. The Chapel may appropriately embody those architectural ideals from which the other buildings, now so beautifully harmonious, have taken their spirit, so that all the other buildings on the campus will seem to have caught their inspiration from the Chapel, and in turn will seem to be contributing of their worthiest to the Chapel. In this way the group of University buildings, with the Chapel centrally located and dominant in its architecture, may proclaim that the University, in its ideal, is dominated by the spirit of religion, all its departments are inspired by the religious feeling, and all its work is directed to the highest ends. . . . .

Apart from what may be required for the Chapel, the remainder of the fund may be used, in the discretion of the Trustees, for land, buildings, or endowment, but no part of the principal

sum shall be used for current expenses. No doubt other donors will offer the University many, if not all, of its needed buildings. Legacies now written in wills, or to be written, will become available from time to time for these and other purposes. I hope, therefore, that this final gift from me may be used for endowment as far as practicable.

Meantime there had been other lesser contributions from Mr. Rockefeller. Such is the incredible story of this hitherto unheard-of munificence. In the brief period of less than six years after the beginning of Dr. Judson's administration, Mr. Rockefeller had given the University more than $20,000,000, bringing his total gifts up to a trifle less than $35,000,000.

Soon after the beginning of the administration of President Judson a new movement was begun which turned out to be a most important step in expansion. The College of Commerce and Politics was organized in response to the growing demand for courses which should fit students for careers in the practical professions of the various branches of business, philanthropic work, and public service. It quickly developed into the College of Commerce and Administration and ranked as a separate professional school. It grew in attendance and expense. Its demands became so great and at the same time so imperative as to be a burden on the budget. They were becoming a source of serious anxiety to President Judson when one day in 1916 an inquiry reached Wallace Heck-

man, the business manager, over the telephone and from a stranger, asking to whom a deed should run of an important piece of property, the income of which should be devoted, so far as necessary, to instruction along these particular lines. The inquirer was Hobart W. Williams, of Cheshire, Connecticut, son of one of the Chicago pioneers. He had been brought up in Chicago and was deeply attached to it. He immediately deeded to the University the Williams Block, a six-story building, 160×171 feet, standing on the site occupied in the middle of the last century by the Williams family homestead at the southeast corner of Wabash Avenue and Monroe Street. The smallest valuation placed on the property was $2,000,000, and it is now worth nearer $3,000,000. This made Mr. Williams the largest contributor, after Mr. Rockefeller, to the University's funds, during the first quarter-century of its history.

The next great giver to emphasize the financial progress made under President Judson was La Verne Noyes, a Chicago business man. He had become interested in the University through his acquaintance with President and Mrs. Judson. Having lost his wife, to whom he was deeply attached, he decided a year later, on the suggestion of Mrs. Judson, to make a memorial of her in connection with the University in a building for women students. The result was a gift from Mr. Noyes of $500,000 for the building of Ida

Noyes Hall. But he did not stop with this. Stirred by the great world-war, in 1918 he gave to the University properties worth about $2,000,000 as an endowment for scholarships for soldiers of the war and their descendants, though 20 per cent of the income may be devoted to the salaries of professors. In 1923–24 the income of the Noyes Foundation was $98,761.

The year 1916–17 was made memorable by the great step taken in advancing the plans for the Medical School which had been projected twenty years before. In the later weeks of 1916 the General Education Board and the Rockefeller Foundation agreed to give $1,000,000 each toward a fund of $5,300,000 for a medical school. The fund was raised in an astonishingly short time. The first great gift was one of $500,000 from Mr. and Mrs. Julius Rosenwald. For the Albert M. Billings Memorial Hospital $1,000,000 was contributed by C. K. G. Billings, Charles H. and Albert Billings Ruddock, and Dr. Frank Billings. Mr. and Mrs. Frederick H. Rawson gave $300,000 for a medical laboratory. Martin A. Ryerson contributed $250,000, J. Ogden Armour $200,000, Dr. Norman Bridge $130,000, R. T. Crane, Jr., and Charles R. Crane $125,000 each, and Mrs. G. F. Swift, Charles H. Swift, and Harold H. Swift gave $100,000 each. Mr. and Mrs. Max Epstein gave $100,000 for the erection of a Dispensary in connection with the Hospital. Edward Morris, N. M. Kaufman, A. D. Thomson,

Ida Noyes Hall

David B. Jones, and Thomas D. Jones each gave $50,000. Frank G. Logan gave $47,500, and John G. Shedd and Frederick T. Haskell $25,000 each. Charles F. Grey gave $20,000, and F. A. Hardy and Mrs. George M. Pullman $10,000 each. There were sixteen other contributions ranging from $5,000 to $500, and the total amount of the fund was $5,461,500. Such was the liberality and interest of the contributors that this great sum was subscribed within six months after the campaign was begun.

In the same year with this great achievement, $200,000 was given for the erection of a Theology Building by an anonymous donor and later the sum was increased to $300,000 by the same generous friend.

In 1916–17 also Mrs. Joseph Bond gave to the University stocks which later sold for about $70,000 for the building of the Divinity School chapel as a memorial of her husband, who had been a trustee of the School and the first president of the American Radiator Company.

In 1918 Andrew MacLeish, who had been a member of the board of trustees from the beginning in 1890 and vice-president of the board from 1892, gave the University $100,000 for the erection of a building, with an expression of preference for an administration building. At the time of the publication of this book this fund had grown by accretions of interest

and the increased value of the securities to about $200,000.

In 1919 John D. Rockefeller, Jr., gave a fund to establish for a trial period of five years the Oriental Institute of the University for exploration and research in the Orient. The results were so encouraging that he has increased the fund to some $400,000. A building has been erected by Dr. Breasted, head of the Institute at Luxor on the Nile, for the permanent work of the Institute in Egypt.

I end this recital of special contributions made to the University during President Judson's administration with the Harris Memorial. In the very last days of that administration, Mr. and Mrs. M. Haddon MacLean and the sons of Mr. Harris, Albert W. Harris, Norman D. Harris, Hayden B. Harris, and Stanley G. Harris, gave the University $150,000 for the endowment of the Norman Wait Harris Memorial Foundation, in memory of Norman Wait Harris, for many years one of the leading business men of Chicago and head of the Harris Trust and Savings Bank. The fund was given in the name of Mrs. N. W. Harris. The income of this endowment was to be expended for the "promotion of a better understanding on the part of American citizens of the other peoples of the world, thus establishing a basis for improved international relations and a more enlightened world-order." The first conferences under the Harris Foun-

Chicago House, Luxor, Egypt

dation were held at the University during the Summer Quarter of 1924. Lectures were delivered by eminent men of other countries and heard with great interest.

In this review I have indicated only the larger gifts to the University made during the administration of President Judson. There were hundreds of smaller contributions which the limits of this book do not permit me to speak of in detail. Many of them were interesting and important and all marked steady progress in the development of the institution. The aggregate of all these gifts, large and small, was extraordinary. When President Judson assumed office in 1906 the assets of the University were about $18,000,000. At the close of his administration in 1923 they exceeded $50,000,000, an increase of $32,000,000. While some of this increase must be attributed to enhancement in value of some of the assets, it is safe to say that the actual contributions of those seventeen years aggregated nearly or quite $30,000,000. Such was the financial progress made during President Judson's administration.

But this was only a single element of the progress achieved. The growth of the University in the attendance of students was quite as remarkable. In 1905 the total attendance was 4,598. In 1923, when President Judson's administration ended, it exceeded 12,600.

One of the important progressive steps taken under President Judson was the formal adoption by the trustees of the system of Retiring Allowances and Allowances for Widows. This important subject had been before the trustees for ten years or more before the system was finally matured. Both presidents had strongly urged it. During the earlier years in which the plan was under consideration the University was very hard pressed for funds to carry on its expanding work, and it was simply impossible to set aside a Retiring Allowance Fund. The rapid passing of the years changed this, and on February 13, 1912, the matured plan was adopted and made a statute of the University. Its provisions were most liberal, assuring to professors, associate and assistant professors annual allowances of from $1,000 to $3,000 after their retirement at the age of sixty-five or seventy. In 1922 the plan was changed to a Contributory Retiring Allowance Plan, in accordance with which the University contributed for the purchase of an annuity policy an amount equal to 5 per cent of the regular salary paid to the professor by the University up to a maximum amount of $300 per annum and the professor contributed an equal amount for the same purpose. This assured to the beneficiaries the possibility of a larger income after their retirement than the earlier plan provided. The first plan remained in force for all those appointed prior to the time the new plan

was adopted. The retiring age was fixed in 1924 at sixty-five instead of seventy years.

This is a quite inadequate record of the progress made by the University under President Judson. He was not allowed to retire when he reached seventy years of age, but was continued in office till he was seventy-three, when he resigned and brought his work to an end on February 20, 1923.

In the *President's Report* for 1922–23 his successor in office, President Burton, after detailing the great advance that had been made in assets and in the annual attendance of students, went on to say:

> To these figures which only partially reflect the real progress of the University under President Judson's administration, there should be added as achievements of that period: a steady development of the work of research in various departments of the University; a marked development of the libraries of the University, involving the increase of the staff from about 30 to about 100 and the increase of the books from about 400,000 to nearly 1,000,000; the conversion of the University Press from a burden on the financial resources of the University into a self-supporting institution, without abatement, and indeed with increase, of its educational value; and a marked improvement in the University's provision for the physical and social welfare of the women students in connection with the erection of Ida Noyes Club House.

After mentioning the great work looking to the establishment of the Medical School and the adoption of the retiring allowance system, of both of which I have spoken, President Burton concluded as follows:

"Such a record of solid achievement furnishes both the foundation for a substantial advance and an imperative challenge to make it."

Dr. Judson continued his residence in Chicago after his retirement and was still known as President Judson, the trustees having, by special vote, conferred on him the title of President Emeritus for life.

XVI

THE BUILDINGS OF PRESIDENT JUDSON'S ADMINISTRATION

I HAVE told only a part of the story of the University's progress under President Judson. Not the least important part of the story, that which tells of the buildings erected, remains to be recorded.

The first building under President Judson was the Harper Memorial Library. The University had a great library to begin with, but twenty years passed before it had a library building. President Harper's anxiety for such a building was tragic. The intensity of his feeling on the subject may be judged from the following quotation from the Convocation statement of April 1, 1899:

> There is another need the greatness of which I am entirely unable to express. In another part of the decaying building used for a gymnasium have been placed over two hundred and fifty thousand books and pamphlets. . . . . Thousands of these volumes, if destroyed, could not be replaced. The building is so bad that every severe storm does injury through the roof to many volumes. If a fire were to break out, nothing could save these hundreds of thousands of books. I confess to you, I never retire for the night without the terrible dread that perhaps before morning the library will have been destroyed. Pledging the friends of the University that as its president I will spare no pains to dis-

cover the benefactor who will thus lift from us this heavy load, I, nevertheless, here and now, wash my hands of all moral responsibility for a calamity the magnitude of which will only appear when it shall occur, which calamity may an all-generous Providence forbid.

Recalling after his death that a library building was the thing nearest his heart, it was the most natural thing in the world that President Judson and the trustees promptly decided that the building so much desired by him must be erected as a special memorial of the University's first president. The trustees, the faculty, the alumni, the friends of the University, and the Founder all united in the project. The subscription was completed in January, 1909. The plans were drawn by Mr. Coolidge, the architect, and the contracts were let in January, 1910. Ground was broken on January 10, 1910. Quite unintentionally it thus happened that actual work on the Memorial Library began on the fourth anniversary of the death of President Harper. The cornerstone was laid June 14, 1910. Addresses were made by Clement W. Andrews, librarian of the John Crerar Library, and by Professor Ernest D. Burton. The cornerstone was laid by Mrs. William Rainey Harper. The building was completed in June, 1912, two years and five months after the breaking of the ground. The formal dedication occurred in connection with the June, 1912, Convocation.

There were more than 2,000 contributors. The final figures showed that the total amount of the fund

was $1,045,052. The cost of contruction and furnishing was $815,506. Deducting some incidental expenses, $216,000 remained in the maintenance fund.

The building was dedicated with elaborate ceremonies on June 10 and 11, 1912, in connection with the Eighty-third Convocation. The Library was described by the architect as giving the University another illustration of English Gothic architecture of the collegiate type, inspired by the examples of King's College Chapel at Cambridge, and Magdalen College and Christ Church at Oxford. The Library was not copied from any particular building, but the features of its design had their origin in the motives of those ancient buildings and it was wrought in that style of architecture to meet present-day needs. The building was 262 feet in length and 81 feet wide. The towers were 135 feet in height and had seven floors. Inside the entrance of the West Tower was a bronze tablet given by the class of 1908, bearing the following inscription beneath the University coat-of-arms:

TO HONOR THE MEMORY OF
WILLIAM RAINEY HARPER
FIRST PRESIDENT OF THE UNIVERSITY OF CHICAGO
BORN 1856 DIED 1906
THIS BUILDING WAS ERECTED
BY GIFTS OF THE FOUNDER OF THE UNIVERSITY
MEMBERS OF THE BOARD OF TRUSTEES
ALUMNI, STUDENTS, AND OTHER FRIENDS
A.D. 1912

Over the north central entrance the following inscription was carved:

IN MEMORY OF
WILLIAM RAINEY HARPER
FIRST PRESIDENT OF
THE UNIVERSITY OF CHICAGO

On July 26, 1910, Mr. Ryerson, who sixteen years before had built the Ryerson Physical Laboratory, informed the trustees that "on account of the progress of the science of physics, and because it was evident that the demands upon the laboratory space would soon exceed its capacity," he proposed to make improvements in the building and its equipment, and to erect and equip an annex. This annex was really a separate building and of a most attractive exterior. It was built in 1911–12. Its cost, which, with the improvements in the original building, amounted to about $200,000, was wholly met by Mr. Ryerson, and did not pass through the treasury of the University. The authorities did not ask Mr. Ryerson to provide this additional laboratory for Physics. It was built by him because of his intimate knowledge of the needs of the department and his deep interest in its work. The contract was let and work on the Annex was begun in September, 1910. The Annex was located north of the main Laboratory with which it was connected on the first floor. It occupied 64 by 56 feet of ground area, with a basement and three floors. The construction

was fireproof, and was designed to match and supplement the architectural features of the original Laboratory. Great improvements were made in the latter. The first floor and basement were completely reconstructed. President Judson stated in his Annual Report for 1911–12 that by these improvements the available space for research work had been increased at least threefold. The Ryerson Annex was dedicated in connection with the exercises of the December, 1913, Convocation, though it was finished and occupied before that date. The building was opened for inspection on the evening of December 19 during the Convocation reception and also on the morning of Convocation Day. The many visitors found much to excite their interest and wonder in the new equipment. Brief addresses were made by President Judson, Professor Michelson, head of the Department of Physics, and Mr. Ryerson, the donor of the building.

I am not here telling the story of the inadequate accommodations the students of the University were compelled to put up with for their athletic contests—football, baseball, field events—for twenty years; but I must tell how the miserable facilities of all those years were finally replaced by the great wall around the twelve-acre athletic field and by the grandstand. It was on June 26, 1912, that the plans for them were approved by the trustees. The grandstand was occupied in part on November 23, 1912. On that day

occurred the closing football game of the season, and the Chicago team celebrated the opening of the new stand by winning from Minnesota, by a score of 7 to 0. But the stand was still far from being finished, and the wall around the field still farther from completion. The dedication did not take place till October 4, 1913. This event was one of great interest to the entire University, particularly to the students. The interest was increased by the fact that the dedication preceded the opening football game of the 1913 season. While the public was filling the stands a great procession of students, in which every class from 1896 to 1917 was represented, marched from Bartlett to reserved sections in the new stand. The trustees and many guests occupied boxes in front of the grandstand. Brief addresses were made by President Judson, who turned over the new equipment to the Department of Physical Culture and Athletics, by Mr. Stagg, who received it for the Department, and by William Scott Bond, 1897, who spoke for the alumni. Perhaps the real dedication was made by the football team, which won from Indiana 21 to 7, and, continuing its good work through the season, won the 1913 championship. The grandstand was in reality an immense building with an imposing and dignified front on Ellis Avenue. It conformed in general type to the other buildings. It was of reinforced concrete construction with a rough surface, the color being that of the Bedford

stone of the University buildings. It had a seating capacity of about 8,000 spectators.

The entire field was surrounded by a reinforced concrete wall varying from 14 to 17 feet high as the grade of the streets required, connecting with the Frank Dickinson Bartlett Gymnasium. The wall was of the same type as the stand and about half a mile in length. There were numerous gates for entrance and exit. The entrance opposite Hull Court on Fifty-seventh Street had two round, flanking towers between which was a large gate to be used for the entrance of the student body, with a small gate on either side. These gates were the gift of the class of 1912 as the inscription over the central one records. Harold F. McCormick contributed the racquet courts at an expense of above $10,000. A gift of $5,000 from Frederick H. Rawson made possible the completion of the squash courts. By an additional expenditure of $19,511 the space under the grandstand was transformed, in the words of President Judson, into "a second commodious gymnasium." The cost of the grandstand and wall was $256,550. This sum, less the special gifts named above, has since been provided by the athletic receipts.

The grandstand and wall, in addition to giving the liveliest satisfaction to the student body and providing admirable facilities for athletic contests, immensely improved the University's external equipment.

In 1914 a very large, one-story red brick, temporary building was erected on the west side of Ellis Avenue between Fifty-seventh and Fifty-eighth streets as a laboratory for Pathology and Bacteriology, and eight years later, in 1922–23, the growth of the departments made it necessary to put up a similar building immediately south of it as a laboratory for Bacteriology and Hygiene. The cost of the two was a little over $100,000. They are mentioned together because both were named in honor of Howard Taylor Ricketts, a zealous and able scientific investigator of the University, the discoverer of the germ of typhus fever, one of the most important achievements in the history of medical research. That the scientific world recognizes his merit is shown by the fact that it has given to the bacillus of this dread disease the name of *Rickettsia*. His life was cut short by typhus fever contracted during his investigation of that disease in the City of Mexico in his fortieth year. The number of lives his discovery will save is beyond estimate. All the money that has been put into the University and all that ever will be put into it is as nothing in comparison with the inestimable value of his discovery to our race.

On August 12, 1912, Julius Rosenwald wrote a very unusual kind of letter to the University trustees. He was himself a trustee and knew the situation and its needs. The letter recited the "pressing

building requirements of the University" and to assist in meeting them said, "On this my fiftieth birthday I take pleasure in offering you the sum of $250,000." This gift was employed in providing a building for the departments of Geology and Geography, which had carried on their work for twenty years in the Walker Museum under very serious handicaps. Plans were prepared by Holabird and Roche, architects; the building was located immediately west of, and connected with, the Walker Museum. The cornerstone was laid on Convocation Day, June 9, 1914. The dedication occurred in connection with the Spring Convocation, March 16, 1915. Addresses were made by President Judson, Professor Chamberlin, Dean Salisbury, and seven former students in the departments who had risen to positions of eminence, including the heads of the geological surveys of the states of Illinois, Minnesota, and Iowa and professors of geology at Harvard and at the state universities of Missouri, Iowa, Minnesota, Wisconsin, Michigan, and Illinois. Before the dedication the departments had requested the trustees to give Mr. Rosenwald's name to the hall.

In concluding his dedicatory statement President Judson said:

> As President of the University and representing the board of trustees, I declare this building duly dedicated for all time to sound learning and to the advancement of knowledge, and its

name shall be known throughout the years to come as the Julius Rosenwald Hall.

The amount expended in the erection, equipment, and furnishing was $305,000.

It will be recalled that Mrs. Elizabeth G. Kelly had contributed in 1892 and 1898 the funds for the building of the Kelly and Green dormitories. When she died in 1904 it was found that she had bequeathed to the University the sum of $150,000 to be used in providing a memorial of her husband, Hiram Kelly. As soon as the bequest was paid to the University, it was invested and the income annually added to the principal. The fund was eventually devoted to the erection of a building for the Classical departments. This hall was located on the northeast corner of Ellis Avenue and Fifty-ninth Street, south of, and connected with, Goodspeed Hall, and fronting on the Midway Plaisance. It was the westernmost of the proposed library group which was to occupy the entire Midway front from Ellis Avenue to University Avenue. Shepley, Rutan, and Coolidge prepared the plans and the cornerstone was laid June 9, 1914. The hall was dedicated on June 14, 1915. Over the north entrance this inscription was placed:

CLASSICS BUILDING
HIRAM KELLY
MEMORIAL

The building with its equipment and furnishings cost $285,448.

Ida Noyes Hall, "to be used as a social center and gymnasium for the women of the University," was erected through the generosity of La Verne Noyes as a memorial of his wife who had died in 1912. The purpose of Mr. Noyes was communicated to the trustees in June, 1913. It was in consequence of conferences between President and Mrs. Judson and Mr. Noyes that the views of the donor were so enlarged that the proposed building grew in scope and size to what it finally became—the ideal woman's building. It was built in 1915–16, and dedicated in connection with the Quarter Centennial Celebration of the University in June, 1916. The architecture was Tudor-Gothic.

Ida Noyes was not a single building, but a group of buildings, combining the facilities provided for the men by the Bartlett Gymnasium, the Reynolds Club House, and Hutchinson Commons. It was more domestic in feeling than the other buildings, giving the general effect of a great Tudor house. It was located on Fifty-ninth Street, between Woodlawn and Kimbark avenues, and had a frontage on the Midway Plaisance of 240 feet. From the middle of the main structure the gymnasium extended 110 feet to the north, making the total depth of the building 160 feet. The structure for the swimming pool extended west from the north end of the gymnasium. For ad-

ministrative purposes the Hall was divided into three departments, each with a separate head, the Commons, the Department of Physical Education, and the Clubhouse. All the privileges of the Clubhouse were open without fee to every University woman and it was the center of the social life of the women students and, indeed, of the University. The total attendance at scheduled events at the close of the period of which I am writing was about 50,000 a year while the daily or occasional visitors were innumerable.

I have already referred to a gift of $300,000 by an anonymous donor for a Theology building. When the plans for this building were prepared, it was found that the extraordinary rise in the cost of building made the sum provided totally inadequate. It was invested, and the income added to the principal for several years. In 1924 another gift was added to the accumulated fund in the name of the original donor to enable the University to go forward with the building. Ground was broken for it, east of Cobb Hall and north of Haskell, in July, 1924, and the walls were going up as this was written. One of the most attractive buildings on the campus, it faced Kent Chemical Laboratory across the central quadrangle, and completed Harper Court. The Theology building belongs to the administrations of President Judson and President Burton, and was the last great building of the first third of a century of the University's story.

XVII

THE UNIVERSITY'S UNFOLDING LIFE

THIS story has been for the most part concerned with the external developments of the University's life. The ordinary university pursues the even tenor of its way without eventful or interesting incident in its inner educational life. But in the University of Chicago new things were constantly occurring within as well as outside the quadrangles throughout its first third of a century.

The educational work was committed entirely to the faculties. "It is clearly recognized," President Harper wrote, "that the trustees are responsible for the financial administration, but to the faculties belongs to the fullest extent the care of educational administration." Beginning with this understanding, the relation between the board of trustees and the faculties was one of uninterrupted confidence and cooperation. Once a year the trustees gave a dinner to the professors, and this was made an occasion for the cultivation of acquaintance and the exchange of views in after-dinner speeches.

The second year of instruction had hardly begun

before the desire to be of service to the community began to seek expression among both students and professors. It quickly found this in the establishment of the University Settlement in the Stockyards district several miles distant. Miss Mary E. McDowell became the head; a board was organized, property secured, and a building erected. A University Settlement League of women was formed and the Settlement performed a constantly growing service for a great community.

The principle of affiliation with other schools was notably illustrated in the history of the Divinity School. In 1894 the Disciples' Divinity House was established, and in 1911 the theological work formerly done at Lombard College was organized at the University as the Ryder (Universalist) House. The most noteworthy of these affiliations was that which in 1915 brought to the quadrangles the Chicago Theological Seminary, the western divinity school of the Congregationalists. The Seminary bought property extending from University to Woodlawn Avenue along the north side of Fifty-eighth Street and in 1923–24 built, on the Woodlawn Avenue corner, a commodious and attractive dormitory, the tower of which was named the Victor Fremont Lawson Tower, for the editor and proprietor of the *Chicago Daily News*, who was one of the large contributors to the cost of the building.

I have already said that the University began with

Harold H. Swift

a large library. It was made up of what was known as the Berlin collection, bought in that city in 1891, the library of the Divinity School, and that of the old University, which had been bought and given to the new one by John A. Reichelt. These collections aggregated more than 200,000 volumes. From the beginning, the University acted on the principle that one of the essentials of a university was books, more books, and still more books. Professor Ernest D. Burton was appointed director of libraries in 1910, and retained the office even after his promotion to the presidency in 1923. By that year the number of volumes in the libraries had increased to about 1,000,000, and the visits of students to the reading-rooms for reading, study, and books amounted annually to about 1,600,000. The addition of buildings to the library group had become, by the end of the first third of a century, an imperative necessity.

It will be recalled that President Harper dreamed of great graduate schools in which original investigation should be pursued in many departments of knowledge, and which should do a great service to mankind. He was gravely assured that eastern graduates would not go West; that he would not live to see any considerable number of graduate students in Chicago, and one distinguished scholar said in print that to put a graduate school "in Chicago would be only the next thing to putting it in the Fiji Islands." All these

things only illustrate the foolishness of the wise. Instead of establishing one graduate school, the University organized two: the Graduate School of Arts and Literature, and the Ogden Graduate School of Science. There was also a graduate division of the Divinity School, and later came the graduate work of the School of Education, the School of Commerce and Administration, and the School of Social Service Administration. The enrolment in the first year, 1892–93, was 217. This grew steadily, and at the end of the first third of a century the students pursuing graduate courses in the University numbered 3,717 for the year 1923–24.

That the work of original investigation was pursued with eager devotion, conspicuous success, and high service to mankind is made evident by the discoveries of Ricketts, by the winning of the Nobel Prize by Michelson and Millikan, and by wonderful results accomplished by scores of other scholars which the limits of this story do not allow me to record.

The fame of the graduate schools spread far and wide, and requests for teachers began to come in from universities, colleges, normal and high schools. These so increased from year to year, that in 1899 a board of recommendations for teachers was formed, the work of which assumed such proportions that it secured teaching positions annually for more than five hundred graduates of the University.

The number of students needing help in securing employment to enable them to continue their studies increased to such an extent that an employment bureau was organized, and, when this story was written, was finding outside work for more than two thousand students every year, as well as for many graduates and former students, the combined earnings of the two classes exceeding $160,000 a year. In addition to all this, student service was so extensively employed by the University itself that, in 1922–23, 1,059 students were able to earn in this way $62,166.

This story has had little to say thus far of athletics. But it would be quite incomplete if it failed to give some account of this important part of student life. Aside from the regular exercise required in the physical culture department, much attention was given to athletics. Among the women students this included such activities as basketball, indoor and outdoor baseball, hockey, skating, tennis, golf, rowing, fencing, running, and swimming. Among the men, instruction was given in swimming, wrestling, and fencing. Class, department, and fraternity teams were organized in many lines of competition. Teams for intercollegiate competition were trained in baseball, football, track and field athletics, basketball, swimming, wrestling, fencing, tennis, golf, cross-country running, and other sports. Basketball won its way to great popularity, but football was far and away the great game. Since

basketball was taken up seriously in 1904 Chicago has won seven championships. In football which began earlier the teams were leaders in 1896, 1899, 1905, 1907, 1908, 1913, and 1924. The important football games often drew crowds of more than thirty thousand spectators, the number being limited only by the seats provided. It was not the policy of the University, during its first third of a century, to emphasize football by providing such accommodations on Stagg Field as would invite immense concourses of people. These games awakened all the student enthusiasm. Great mass meetings were held, and new college yells practiced. The University may fairly be said to have divided honors with the best teams of the West, not only in football, but in all other games. Athletics and other student activities were under faculty control.

It was, however, the purpose of the University to make the students, as far as possible, self-governing bodies. It was greatly to the credit of the students that one of the first traditions they established was that the hazing and student riots which disgraced many institutions should have no place in Chicago. If newcomers tried to start anything of the sort, they were not only told by the authorities that they had brought their wares to the wrong market, but were promptly discouraged by the public opinion of the student body. To look after undergraduate affairs, stu-

dent councils were organized, which represented the students with the University in considering and acting upon affairs affecting the entire undergraduate body. In 1895 the first student annual appeared, happily named *Cap and Gown*. The Junior class assumed the responsibility of issuing the volume, which became a very fully illustrated publication of four or five hundred pages. In it the students gave their views of the contemporary history of the University, and it will be a mine of information to future historians on classes, clubs, fraternities, athletic, and social events.

The student paper, the *Weekly*, started at the very beginning, held on its way successfully for ten years. The *Daily Maroon*, first appearing in October, 1902, was the continuation and successor of the *Weekly*, and, with many ups and downs, went on its way to the end of the first third of a century with every prospect of continuance. In 1913 a new student publication appeared, the *Chicago Literary Monthly*. In 1915 a Freshman paper made its appearance, the *Green Cap*, taking its name from the color of the cap traditionally worn by the Freshmen. Later came the *Phoenix*, and the *Circle*, in which the literary instinct of the students found expression.

One of the interesting things in the story of the University was the gradual growth of undergraduate sentiment against dishonesty in college work. This sentiment so increased that, in 1913, the undergradu-

ates voted more than four to one in favor of the formation of an Honor Commission. This Commission was a committee of students to investigate instances of cheating and recommend to the authorities penalties for the guilty. It was the hope of the students to create a sentiment against cheating which should render dishonesty impossible. Such were the beginnings of a noble tradition calling for high honor in all student relations with the University.

One of the divisions most fully illustrating the University's unfolding life was its business department. From very small beginnings it grew to great proportions. The first business manager was Major Henry A. Rust, who served from 1894 to 1903. The second was Wallace Heckman, whose term of service extended through more than twenty-one years. Mr. Heckman was an able and successful lawyer. In conducting the business of the University he had the constant assistance of the wisest of advisers, Martin A. Ryerson, the president of the board of trustees, of an able finance committee, of the University auditor, Trevor Arnett, and later of Mr. Arnett's able successor, Nathan C. Plimpton. I cannot speak too highly of the ability and success with which Mr. Heckman conducted the University's business interests. Under his administration the assets grew enormously, as told in this story, and the funds were not only well cared for, but so wisely invested that they increased in value.

Theology Building

The business was handled by him so skilfully that the administration of the University's finances commanded universal confidence. Mr. Heckman continued in office till 1924, being retired on his own insistence.

He was succeeded by Trevor Arnett, who began his term of service in August, 1924. Mr. Arnett, after eighteen years' service as auditor of the University, had with great reluctance been surrendered to a very important service with the great benevolent foundations of Mr. Rockefeller in New York. On the retirement of Mr. Heckman, Mr. Arnett's services were felt to be so necessary to the University that, after much negotiation, he was made vice-president and business manager of the institution, and was in turn surrendered to it by the New York interests. He was the foremost expert on educational finance in the country, and had written for the General Education Board a widely circulated book on that subject. While he was auditor of the University it was a common occurrence for his office to be engaged in explaining to the business officers of colleges and universities the financial system of the University, and its methods of accounting. He was frequently called not only to colleges, but to great universities, to assist the authorities in improving their business and accounting systems. His work in New York had added to his experience and knowledge, and he was welcomed back to the University with general acclaim.

The development of the University had resulted in the increase of its assets from $1,000,000 in 1891, to more than $53,000,000 in 1924. The officers of administration had increased to more than eighty, and the officers of instruction, above the rank of assistant, to more than six hundred. There were forty-four buildings, and a dozen more were imperatively needed. The twenty-three departments of instruction had developed into thirty-four in the colleges and graduate schools, and there had come to be six professional schools: those of Divinity, Law, Medicine, Education, Commerce and Administration, and Social Service Administration.

In nothing has the University's development had more striking illustration than in the growing attendance of students. The attendance of the first year, 742, had increased, in 1903–4, to 4,580. In 1916–17 it had become 10,448. Then came a halt. The world-war had involved the United States, and students from every college and university flocked into the army. The University laboratories were placed at the disposal of the government for purposes of research and experiment. Members of the faculties gave themselves to the service on battlefields in France and in every kind of patriotic service at home and abroad. Nearly or quite five thousand members of the University—students, alumni, and instructors —were in the service of the government. Nearly

one hundred of them laid down their lives in the struggle.

The war reduced the student attendance the first year from 10,448 to 9,032, and the second year to 8,635, of whom 4,821 were women. With peace, progress again began, and continued during the next five years at the rate of nearly a thousand new students a year. In 1923–24 the attendance had risen to 13,357.

At that date more than 93,000 students had matriculated in the University and pursued studies for one or more quarters. Some of these came for the Summer Quarter, or for two or three summer quarters, and, having got what they came for, did not go on and secure degrees and thus become what are technically known as alumni. The University was organized to serve such students as well as to carry young people through a regular course to graduation and to higher degrees. They became loyal friends of the institution, felt themselves to be the children of the Alma Mater, and were cordially recognized as such. Thousands, of course, went on through the regular college course, and other thousands passed through the professional and graduate schools and won the higher degrees. And thus, while large numbers got what they entered the University for and left it without degrees, so many remained through years of study, that the numbers of the regular alumni increased amazingly, and in 1924 exceeded seventeen thousand.

While in the University the students developed a fine spirit of loyalty. This spirit manifested itself annually in class gifts of many kinds. The class gift became one of the traditions. The interest of the alumni in their Alma Mater led to the early organization of alumni clubs. Wherever they found themselves in sufficient numbers they got together and organized, with the result that in 1924 there were fifty or more alumni clubs. I say "fifty or more" because their number increases so fast that when this story reaches its first readers I cannot say how many there will be. They already exist in most of the states of the Union and in several foreign countries.

The alumni early realized that they sustained a peculiar relation to the University. The statement of President Judson in the first number of the *Alumni Magazine* that "the real strength of a University depends in the long run on its body of alumni" echoed their own sentiment. The institution was still very young, and the alumni were very young also, when they began to feel that they should be represented on the managing board. It was true that three alumni of the first University were trustees, one of them, Eli B. Felsenthal, '78, continuing through the entire period covered by this history. But this, gratifying though it was, did not wholly satisfy them. They wished to see someone graduated in their time from the new University made a trustee. This attitude

gratified the trustees. They felt that it indicated a living interest among the alumni in the University, of which they formed a great and rapidly increasing part. In 1914, therefore, Harold H. Swift, of the class of 1907, was elected a member of the board, the first of the new alumni to be made a trustee. Later Trevor Arnett, Dr. Wilber E. Post, Albert W. Sherer, William Scott Bond, and Charles F. Axelson, all alumni of the University, were made trustees, and, on the retirement of Martin A. Ryerson from the presidency of the board in 1923, Mr. Swift was elected his successor.

In 1909 the Alumni Council was organized to have charge of all matters which affected the alumni in general. The publication of a journal had already been begun. The first number of the *Chicago Alumni Magazine* appeared in March, 1907. It developed in 1908 into the *University of Chicago Magazine*, which being admirably conducted annually increased in interest, circulation, and influence.

While the former students of the University were still young, as early, indeed, as 1914, they began to feel that they had financial responsibilities in connection with their Alma Mater, and on their own motion began to raise funds for various causes connected with the University which particularly appealed to them: the magazine, scholarships, and other things. The University, in 1924, held $78,000 of these funds. The alumni had then come to be a great body, some

of them representing large wealth. They were interested in seeing the University go forward to a leading place among American institutions of learning, and gave promise of being among the foremost in promoting all future steps in advance.

XVIII

PRESIDENT BURTON AND THE NEW PROGRAM OF ADVANCE

AT A meeting of the board of trustees held January 9, 1923, Dr. Ernest DeWitt Burton was unanimously elected acting president of the University, and began his duties on the day of President Judson's retirement, February 20 of that year. Dr. Burton had been head of the Department of New Testament and Early Christian Literature from the day the University opened, and for thirteen years had been also director of the University libraries. He had twice served as acting president during absences of the president. He had been the intimate friend and adviser of both President Harper and President Judson and was perfectly acquainted with the history, traditions, and policies of the institution. A few days before entering on his duties as acting president, he had passed his sixty-seventh birthday, but he retained all the initiative, ambition, and energy of a young man. President Swift, in reporting to the trustees Dr. Burton's acceptance, stated that the offer of the position "was made to him with the understanding that he will administer the office ag-

gressively," and that "the trustees are expecting him to initiate policies."

The expectation of the trustees was not disappointed. He took hold of his duties so aggressively and began to unfold far-reaching policies so quickly that after the lapse of only six months, on July 12, 1923, he was elected to the presidency. It was a curious and striking fact that President Burton embodied in an eminent degree some of the most outstanding characteristics and qualities of both his predecessors. He had comprehensive views of what the University ought to be, the initiative to make the large plans demanded, and, it was believed, the determination and energy to push these plans to accomplishment. He had administrative abilities of a high order, and, while essentially progressive, had at the same time so much business intelligence and foresight as to make him a sane and safe leader.

It was not strange, therefore, that on his appointment as acting president an atmosphere of expectancy began to pervade the institution. He did not keep his public waiting. In his first convocation statement, delivered on March 20, just one month after his appointment, he said that the University's "task will involve an even stronger emphasis than has hitherto been placed on research," and that "the spirit and practice of research ought to extend to every division of the University." Speaking of carrying out

The Chapel

the plans for the University Medical School, he said: "It is now agreed on all hands, as President Judson himself clearly saw and stated, that, whatever the difficulties in the way, the time has come for immediate forward steps and rapid progress." He promised intensive and comprehensive study of the college problem that should result in giving new advantages to the undergraduates. He did more than state these plans and purposes. He immediately set about devising ways and means for their accomplishment.

In the two months following this first convocation statement, the acting president accomplished with ease what had been believed to be a very difficult, if not impossible, undertaking. For the sake of brevity I limit the account of this accomplishment to Acting President Burton's report of it in his second convocation statement:

> At the request of the University, the Board of Education of the Northern Baptist Convention, the corporation which in 1889–90 founded the University, at its meeting in Atlantic City, May 26, gave its consent to the revision of one of the original articles of incorporation of the University. This original article provided that at all times two-thirds of the trustees and also the president of the University should be members of regular Baptist churches.
>
> By the action of the Board of Education of the Northern Baptist Convention all restrictions on the choice of president will be removed, and the proportion of the trustees required to be Baptists will be changed from two-thirds to three-fifths, the total number of trustees being at the same time increased to twenty-

five. It is a matter of great satisfaction to the University that this action was taken in a most friendly spirit, and that the relations between the University and the corporation which founded it are, if possible, more cordial than ever.

The election of Dr. Burton as president on July 12, 1923, gave him new authority and increased freedom of action. One of his first acts was to fulfil his promise to institute measures for giving new advantages to the undergraduates. Professor E. H. Wilkins was made dean of the colleges, and the number of his assistant deans was increased from five to ten. The remuneration of the deans was increased, each one giving double the time and attention to the students assigned to him that had been given before. Thus the students were to have four times the attention and assistance from their deans that they had previously received. The deans came into more intimate association with the students, giving them much needed advice in the choice and pursuit of their studies. They became advisers and helpers in the difficulties and needs of college young people outside the classroom. A new relation of understanding and sympathy and friendship between teacher and student was thus established, from which large advantage to the young men and women was confidently expected. To the brighter students who were ambitious to excel special attention and encouragement were given. All these things had two great results,

among others: the number of dismissals for poor work was greatly decreased, and the general standards of conduct and scholarship were higher than ever before.

During the Winter and Spring quarters of 1924 a new, extensive, and interesting experiment was carried on. The better understanding between the teaching staff and the undergraduates resulted in the submission, late in the Autumn Quarter of 1923, of some suggestions by the Senior class for improvement in college conditions. This was the quick student response to the new interest manifested in their welfare. The response of the instructors was immediate, and twenty-five faculty-student committees were organized, each committee to study one particular problem. The collective work of these committees was called the "Better Yet Campaign," the purpose being that conditions of undergraduate life and work at the University of Chicago, already good, should by co-operative faculty and student effort be made better yet. Among the results of the work of this campaign were the appointment of a director of publications and other student activities, the establishment of a club for non-fraternity men, the appointment of student representatives to the board of student organizations, and the reorganization of the Honor Commission. Still more important, however, than the specific recommendations resulting from this campaign, was

the establishment of a feeling of cordial acquaintance and good will between faculty and students.

One of the interesting activities of the year was the scientific expedition to Santa Catalina Island, off the coast of California, to observe the eclipse of the sun in September, 1923. This famous island was owned by William Wrigley, Jr., of Chicago. He generously gave the site for a camp 1,300 feet above the sea, as well as the funds to meet the expense of the expedition. Professor Frost of the Yerkes Observatory assembled in this camp, which was called Camp Wrigley, a staff of thirty-seven scientific men and women, including representatives of twenty-five astronomical observatories and colleges, and observations were conducted for several weeks.

There were, altogether, in 1923, nineteen gifts for research in as many different lines of investigation, aggregating more than $145,000. It was in the same year that Professor Tufts and Trevor Arnett were made vice-presidents as a part of the new forward-looking program. Mr. Tufts was to have special responsibility in education and Mr. Arnett in business, thus bringing the business administration into more intimate relation to the educational. A great step in advance was also taken in the practical disbanding of the Reynolds Club, and the opening of the club-house and its advantages to all the men students of the University without charge.

These were some of the early accomplishments of President Burton's program of advance. They did not stand alone. As already told, additions to the fund for the erection of the Theology Building were quickly obtained, the contracts were let, construction started in July, 1924, and the work pushed rapidly forward. This building promised to be one of the most attractive halls in the quadrangles. The organization of the Medical School was vigorously advanced. Important members of the teaching staff were appointed. Plans initiated under President Judson were carried to completion, and Rush Medical College was made an organic part of the University and one of the two divisions of the Medical School, continuing its work on the west side of the city in immediate contact with the great hospitals. On June 16, 1924, the 220 members of the faculty of Rush became members of the faculty of the University, and its students became students of the University.

It will be recalled that in 1917 Mr. and Mrs. Frederick H. Rawson gave the University $300,000 for the building of a medical laboratory. President Burton pushed its erection so vigorously that work on it was begun in 1924, and as I write the Rawson Clinical Laboratory is going up on the site of the old Rush Medical College building on the corner of South Wood and Harrison streets. Dr. and Mrs. Norman Bridge contributed $100,000 to add a fifth

story to the four stories originally contemplated, and this floor will house the Norman Bridge Laboratories of Pathology. The building was to cost about $500,000, and its foundations and walls were so solidly constructed that two stories might eventually be added to it to provide for the increasing needs of the Rush Postgraduate School.

Meantime contracts were entered into with the Otho S. A. Sprague Memorial Institute, of which Professor H. Gideon Wells, of the University faculty, was the director, for close co-operation. By the contract with Rush and other associated contracts, the University established co-operative relations with the Children's Memorial Hospital, the Presbyterian Hospital, the Home for Destitute Crippled Children, the County Home for Convalescent Children, the Central Free Dispensary, and the John McCormick Institute.

While all these things were being accomplished the securing of additional funds was not neglected. New contributions and subscriptions for various purposes amounting to $528,550 were received in 1923–24.

These concrete accomplishments of the first year of Dr. Burton's presidency were amazing, but they do not at all tell the story of that year. They were merely the foreshadowings, and in a measure the beginnings, of a great program of advance which, in connection with the trustees and the faculties, President Burton conceived and developed, and for

the achievement of which the preparatory steps were taken. When the responsibilities of the presidency were thrust upon him this question at once confronted Dr. Burton: "What is the task of the immediate future?" The more he considered this question, the greater grew his conception of the task before the University. The conclusion on which president, trustees, and faculties came to an agreement was this: the great task of the University in the next sixteen years is to bring all our work, in all our departments and schools, up to the highest level of efficiency; more specifically, on the one hand, to give our students the best type of education which we can provide; and on the other, by research in every department, to make the largest and most valuable contributions of which we are capable to human knowledge.

It was felt that the notable administrations of President Harper and President Judson had prepared the way and created a demand for a period of which the keywords should be discovery and betterment—discovery of truth in every field, betterment of every phase of the University's work. When the president and trustees set themselves to the study of what this involved, they found themselves facing at the outset the imperative necessity of increasing the administrative and teaching staffs, and of erecting additional buildings.

The loss of able and highly efficient professors painfully convinced them of a third need of the situation. At the opening of the University in 1892, the policy of paying professors adequate salaries was adopted and for a number of years these were fully equal to, or a little higher than, those paid by the leading universities of the country. With the tremendous increase in the endowments of such institutions as Harvard, Yale, Columbia, and Princeton, and the liberal legislative provision made in recent years for some of the state universities, this condition had been reversed. These institutions were now paying more adequate salaries than the University of Chicago was able to pay. To carry out the program of advance upon which the authorities had decided—to give to students the best type of education they could provide and, by research in every department, to make the largest and best contributions to human knowledge of which the University was capable—to carry out this program in any complete way, the president and trustees found that the scale of salaries of the faculty must be advanced and made adequate to the changed conditions. These conditions, the higher salaries paid by other institutions, combined with the high cost of living, made this imperative.

Emphasizing all this was the task immediately in hand of organizing and getting under way what was

intended to be one of the great medical schools of the world. Its buildings must be erected, and a faculty of the highest order must be secured. For the Billings Hospital and the Epstein Dispensary, to be built on the north side of the Midway Plaisance and west of Ellis Avenue, a large sum was already available, together with the beginnings of an endowment fund. But great sums in addition were needed to carry out the building program and endow the work of instruction.

A careful survey of the twelve other divisions of the University revealed needs in all of them which were imperative if the program of advance which President Burton and the trustees had determined on was to be carried out. Athletics, to which I have given too little space in this book, offers an illustration. President Burton did not speak too strongly when he said, "Many a student has looked back on his college days with the feeling that athletics and Mr. Stagg did more for him than any other influence of his whole course." A general policy in regard to athletics was adopted. The first step to be taken was the erection of a field house north of Bartlett Gymnasium, practically filling the space to Fifty-sixth Street. Later the grandstand was to be extended along Fifty-sixth Street, and later still in a continuous line down the east side of the field, making a U-shaped stand on the west, north, and east sides, with a seating capacity

in the permanent stands of 51,490. It was understood that temporary stands on the south side of the field would increase the seating capacity to nearly or quite 65,000. This general program was to be inaugurated by taking immediate steps toward the erection of the field house, and carried forward as rapidly as financial considerations and the general interests of the University made possible. These plans for athletics illustrate the needs discovered in every division of the University.

The general program of advance determined on contemplated nothing less than making the University not necessarily bigger, but certainly better, not only than it is now, but than any University in the country now is; indeed, the best that human skill and intelligence and money could make it. I have neither the knowledge nor the space to present to my readers President Burton's vision of the University of Chicago that is to be. I am writing a story of the past, not prophetic visions of the future. But I can write of what is going on about me in the present.

The walls of the Theology Building and of the Rawson Laboratory are going up. The plans are made for the erection of the Divinity Chapel, the Billings Hospital, the Epstein Dispensary and other medical buildings, the athletic field house, and the great University Chapel, "the central and dominant feature of the University group." These buildings are,

Interior of the Chapel

however, only the beginning of the building program which has been determined on, to be carried forward as fast as the funds can be found. The building program, like the program of advance in general, looks forward to 1940 and beyond for its full realization.

In his statement at the July, 1924, convocation President Burton, after presenting some of the reasons which had moved the trustees to attempt to realize this forward-looking program, said:

> The University recognizes that it faces an urgent demand for a great development of its work of education and research, and that this in turn calls for a large increase of financial resources. Thanks to the generous gifts of our eastern friends and of the citizens of Chicago, the University's total resources today amount to about $54,000,000. The studies of the last year make it unmistakably clear that to enable the University of Chicago to make its contribution to the work of research and education which the universities of the country must undertake, to the resources which we now possess there ought to be added within the next ten or fifteen years an equal amount, and that no small fraction of it should come to us within the next two years.

Further study of the immediate and urgent needs led the trustees to fix this "no small fraction" at $17,500,000, and to organize and prosecute an effort to secure the subscription of this fund within the shortest possible time. The sum of $6,500,000, it was hoped, would be raised for further endowment of the work of instruction and administration, and $11,000,000 for buildings. The total of $17,500,000 for endow-

ment and buildings was a great sum, but great as it was it did not include the sums needed for the program marked out for the Medical Schools.

To house this School at the quadrangles, the trustees set aside two blocks west of Ellis Avenue, facing south on the Midway Plaisance, and proposed to cover them with buildings. By the vacation of Ingleside Avenue these two blocks had been made one block containing about nine acres. It was planned to put about $4,000,000 immediately into hospitals, laboratories, and other medical buildings, and eventually to devote the entire nine acres to the buildings of the Medical School. As it was proposed to make the Medical School second to none anywhere, it was understood that other millions of dollars must be found for the endowment of this work.

I have given a mere glimpse of the program of advance worked out during the first twenty months of President Burton's administration. Perhaps, however, it is enough to indicate how vast an undertaking the University was facing, and to reveal the exalted ideals that inspired it. The president and trustees had risen to that degree of heroism that led them to venture everything in a supreme effort to make the University of Chicago worthy of the Greater Chicago of which it was always to be a part, and of the ever increasing body of alumni which was the Greater University.

That their faith was not without reason was soon made evident by a subscription of $2,000,000 from the General Education Board for endowment, conditioned on the raising of $4,000,000 more from others for the same purpose. The trustees showed their faith by their works in immediately subscribing about $1,700,000 themselves. This was quickly increased to $2,000,000 by smaller subscriptions from members of the faculty, alumni, and others for endowment and other purposes. A movement was organized among the alumni for a great offering from the former students. The new era had begun.

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